INTEGRATED REPORT 2026

NSG GROUP

Fiscal Year Ended 31 March 2026

Nippon Sheet Glass Company, Limited



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Editing Policy

NSG Group started to publish "Integrated Report" since 2018. "Integrated Report 2026" aims to describe to our stakeholders how we respond to the various needs of customers and society with our value and services focusing on "glass and its related technologies" which are our strength and contribute to the sustainable development of society based on a management principle "Our Vision".

Also, for editing the Integrated Report 2026, we placed emphasis on how we address and contribute to sustainability (ESG) and highlights our initiatives to strengthen human capital as the foundation for the sustainable growth of the Group in the special feature article.

Detailed data can be found in our website.

Scope of Report

Period Covered:
April 1 2025 to March 31 2026
*Some content may include activities after April 1 2026

Organizations Covered:
Nippon Sheet Glass Company, Limited and its consolidated subsidiaries

Financial Standards:
Financial statements and financial data included in this data after 2011/03 were prepared in accordance with International Financial Reporting Standards.

NSG Group has reported this integrated report in accordance with the GRI standards. For more information, please refer to our website.

Assurances

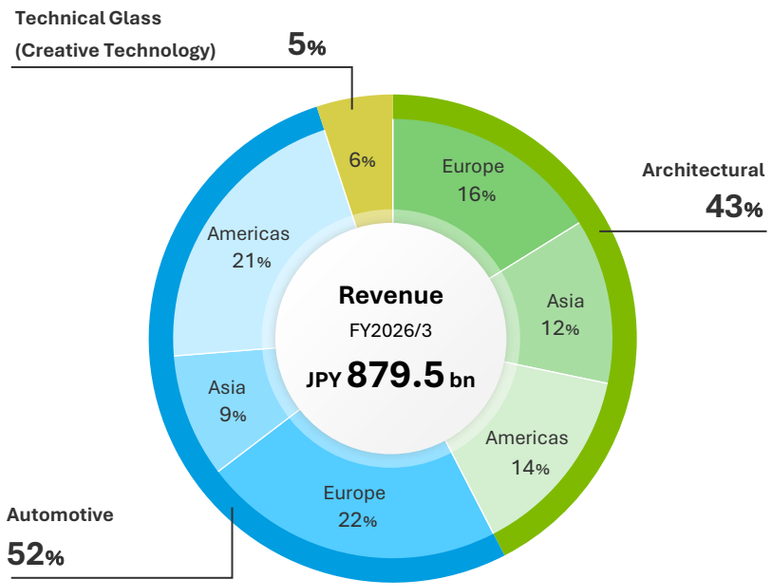
NSG Group has received assurance from an independent third party in accordance with ISO14064-3：2019 for the data on Scope 1, Scope 2, and Scope 3 of its greenhouse gas emissions. Please refer to page95 for details.

NSG Group Overview

Three Global Businesses : Architectural, Automotive, and Technical Glass (Creative Technology).

The NSG Group is one of the world's largest manufacturer of glass and have principal operations around the world and sales in over 100 countries.

The NSG Group is striving to realize a sustainable society by offering new values and services with glass swiftly and appropriately to meet the growing needs of our customers and society.



Architectural Glass

Leading supplier for architectural glazing and thin film solar panels

Products

1. Building glass & glazing
2. Glass for solar panels

Features

- 26 float lines operated globally
- Top market share in online-coating glass

Sales percentage by region



Automotive Glass

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

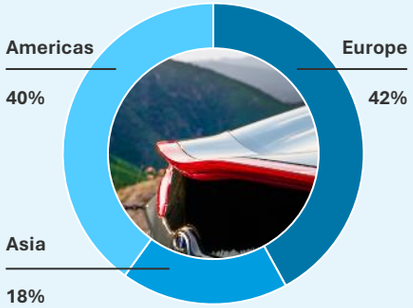
Products

1. VA glass (Heated, HUD, integrated-antenna, ADAS)
2. Enhance comfortability glass (IR/UV cut, heat/noise insulate)

Features

- Key operations in 13 countries
- Supplying glass to world's leading vehicle manufactures
- The largest global service provider for aftermarket

Sales percentage by region



Technical Glass (Creative Technology)

Developing and supplying unique materials which support customers' enterprise

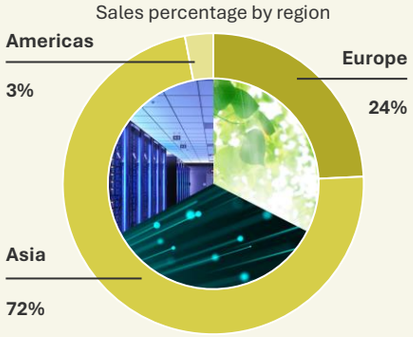
Products

1. Optical products (printer lenses, camera modules etc.)
2. Glass fibers (timing belts for ICE and industrial composites etc.)
3. Glass flakes (cosmetics, paints and resin reinforcement material)
4. Ultra-thin glass (automotive display cover glass, HDD substrates etc.)
5. Crystal glass (crystal glassware, industrial bottles etc.)

Features

- Key operations in Japan, China, Europe and America
- Holding multiple market-leading products
- Rollout across diverse industries and markets

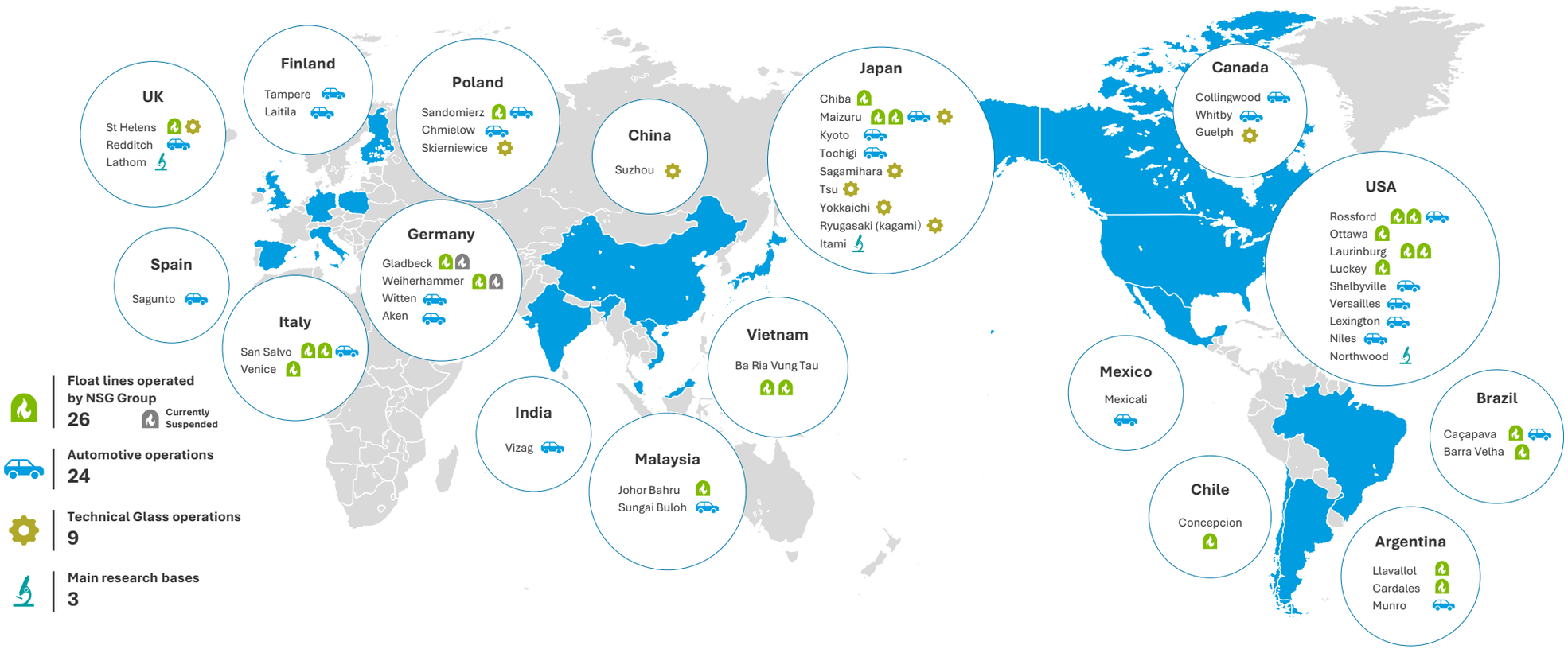
Sales percentage by region



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Major Global Footprint

(as of June 2026)



NSG Group in numbers

Sales	Operating Profit	Net Asset	Employees	Float lines	Foundation	Sales in over
JPY 879.5 bn (FY2026/3)	JPY 28.8 bn (FY2026/3)	JPY 1,117.5 bn (FY2026/3)	24,800 (FY2026/3)	26 (March 2026)	1918	100 countries

Female managers ratio	Research grants	Online-coating glass share	Lenses for multi function share
18.0% (December 2024) ➡ 18.2% (December 2025)	1,566 PJs (Cum above JPY 1.98 bn : May 2026 Cumulative)	No.1 (10 float lines)	No.1

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NSG Group's Structure of Strategy

Our Vision

Details



MISSION

Changing our surroundings,
Improving our world

ASPIRATION

Through innovation,
Becoming the most trusted partner
In all industries we work in

CORE VALUES

- Respect others and unleash their potential
- Exemplify trust and integrity
- Ensure efforts to serve society
- Embrace challenges and learn from failure
- Follow through to get results

Materiality

Details

Six items of materiality to attain sustainable growth of the Group and contribute to a sustainable society in the medium- to long-term

Fundamental Management Matter	Health and Safety	Ethics and Compliance	Safe and High-quality Products and Services
Sources of Competitiveness	Environment	Social shift and Innovation	Human Capital

2030 Vision : Shift the Phase

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

The Envisioned State of NSG Group

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

Environment

Minimize our GHG emissions

Driving Decarbonization Through Products



Social

Ensure sustainable growth of the Group and contribute to employees' welfare



Governance

Achieve significant trust from stakeholders by constant address on Ethics and Compliance



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CEO Message

The NSG Group has long been supported by all of its stakeholders, including customers, suppliers, shareholders, local communities, and employees.
We would like to once again express our sincere gratitude for these continued support.
As announced on March 24, 2026, the NSG Group has decided to pursue sustainable growth through a capital restructuring, with support from the Apollo Fund, in accordance with its “Fundamental Initiatives Measures for the New NSG Group”. As a result, Nippon Sheet Glass Co., Ltd. was delisted from the Tokyo Stock Exchange Prime Market as of September 28, 2026. However, our vision “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” and the goal “To shift our company's phase and become vital in advancing a sustainable society” under the medium-term plan “2030 Vision: Shift the Phase,” remain unchanged.
We will also continue to promote the four strategic pillars of the NSG Group, the 4 “D”s (Business Development, Decarbonization, Digital Transformation, and Diverse Talent) which we have set out to achieve these.
The NSG Group will continue its sustainability-related activities to contribute to the realization of a sustainable society.
The most critical challenge in our sustainability efforts is “decarbonization.” Through the development of innovative technologies, such as hydrogen combustion, we are committed to significantly reducing greenhouse gas emissions not only from the glass manufacturing process but also across the entire value chain in collaboration with all our stakeholders. We also contribute to addressing climate change by providing products that help promote energy conservation and renewable energy, such as high-insulation glass and solar energy glass.
In addition, we are addressing challenges related to natural capital, such as the conservation of biodiversity and the sustainable use of water resources. We will work to accurately identify risks and opportunities related to climate change and the natural environment, and strive to ensure transparent disclosure of information while taking international frameworks into account.
Under the management philosophy of “Respect others and unleashing their potential” which is one of the NSG Group’s core values, we will continue to invest in “human resources,” including talent development, diversity, equity, and inclusion.
The health and safety of everyone involved in the Group’s operations are a prerequisite for our business.
We will also promote respect for human rights and responsible procurement, and work toward sustainable value creation throughout our supply chain.
We support the United Nations Global Compact and the principles of the SDGs. Our sustainability goals are established based on the NSG Group’s vision and the key issues that are important to our stakeholders.
This Integrated Report summarizes the NSG Group’s sustainability initiatives.
We would be most grateful if our stakeholders would take the time to read this Integrated Report to gain a deeper understanding of the NSG Group, and if you would continue to support us.

Representative Director, President and Chief Executive Officer (CEO)
Munehiro Hosonuma



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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 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.

Group-Wide Strategic Direction - 4 ”D”s

Commitments to MTP and its 4 “D”s unchanged even under fundamental initiatives for New NSG Group.
Continue promoting initiatives with clearly defined priorities

Progress in FY2025/3 and FY2026/3

Business Development

To strengthen new product and business development efforts

- Started solar energy glass production at Rossford, Ohio which is converted from existing float line
- Established the steering committee across the Group to cultivate future perovskite market
- Investment to facilities for advanced glass coating in Japan and Poland
- Expansion of high precision laminated glass for windshield and roof lights in North American Automotive

Decarbonization

As part of our contribution to societal decarbonization

- New solar array in Ottawa, USA
- Starting new glass production line in St Helens, UK with two lines sharing one furnace
- Horizontal Recycling of PV Cover Glass Successfully Demonstrated in Japan
- CDP Assessment as Supplier Engagement Leader and Climate Change A List (FY2026/3)

Digital Transformation

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

- Expanding deployment of Voxel's AI powered safety platform across global manufacturing sites

Diverse Talent

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

- Female management ratio: 18.0% for FY2025/3, increasing to 18.2% for FY2026/3
- Conducted Your Voice employee engagement survey in FY2026/3



Start-up safety ceremony for full operation of advanced coating facility at Chiba site, Japan

(Announced on June 10th, 2026; available in Japanese only)

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Architectural glass business

Leading supplier for
architectural glazing and thin film solar panels

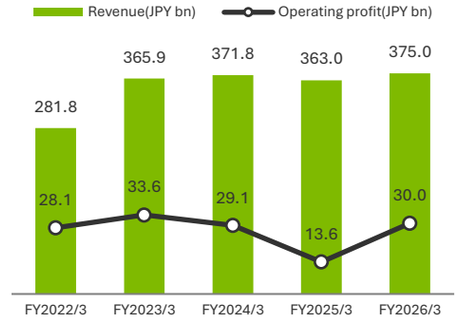




Market Condition

While we see weak demand in the short-term, the perspective for the medium to long term demand is set to witness a surge in renovation activities aimed at boosting energy efficiency. This trend is expected to catalyze growth in the building glass market.

The demand for carbon neutrality is on the rise, particularly in developed countries. Anticipation grows for South America to join this expansion by around FY2030/3. This underscores the importance of developing capabilities to offer decarbonization solutions and securing a leadership role in the market.



Business Direction

We will aim to be a leading supplier of architectural glass that contributes to sustainability, with a focus on decarbonization. With leveraging our proprietary advanced coating technologies, we aim to become the development and supply partner for key components crucial for achieving the performance of customer products in renewable energy and similar sectors. Our key strategic measures are as follows.

Capability Enhancements for the Development of Sustainability Solutions

- Intensive investment in glass coating technology development and equipment
- A development focus that includes not only decarbonization but also wildlife protection, e.g., Pilkington **AviSafe**™

Decarbonization of Our Products

- Establishing glass manufacturing technology using low- or no-carbon fuels and investing in equipment
- Market launch of low-carbon glass range, e.g., Pilkington **Mirai**™

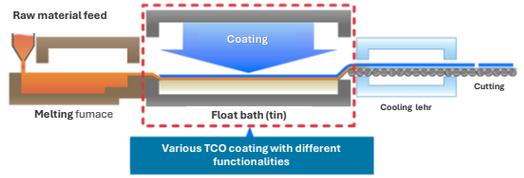
Continuous Reviews on Regional Strategies

- Strategically withdrawing and investing within Europe
- Reassessing resource allocation in Southeast Asia to pivot towards the solar business
- Expansion into regions where creation of added-value is expected in the medium to long term.

Development of New Technologies with Long-Term Growth Potential

- Technologically contributing to the development of diverse renewable energy technologies
  Perovskite solar cell / Dye-sensitized solar cell / Photovoltaics integrated into building materials, among others

NSG Strength~ Online coating (CVD) technology



By coating glass, we can realize more effective thermal management than that of traditional glass while maintaining high visibility and transparency. Whether Low Emissivity coatings to reduce heat loss from buildings in cold climates or Solar control coatings which reduce need for air conditioning – these coatings play a key role in enhancing comfort inside, as well as the overall energy efficiency of the building.

One of our unique technologies for coating glass surfaces is on-line CVD (chemical vapor deposition). This is a technology that incorporates on-line coating into the float glass manufacturing process and uses a chemical reaction that utilizes the thermal energy of the glass to deposit a robust coating on the glass surface. The Group has a total of 10 float lines (5 in the US, 1 in UK, 1 in Germany, 2 in Vietnam and 1 in Malaysia) with on-line CVD coaters around the world.

On-line coating technology is energy-saving and produced at scale during the glass manufacturing process. As the coating is also highly durable it can be subjected to secondary processing. These technologies are used to produce a range of products such as glass with transparent conductive coatings (NSG **TEC**™), and highly reflective glass (Pilkington **MirroView**™). NSG **TEC**™ is supplied to thin-film solar cell manufacturers, contributing to the expansion of renewable energy.

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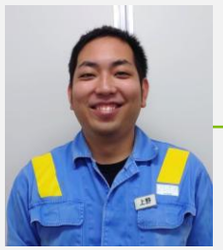
Products that contribute to the decarbonization of buildings

Low-E glass (Low Emissivity glass) Start Operation of a New Off-line coating facility in Chiba, Japan



Members of the manufacturing team involved in launching the new facility

In recent years, measures aimed at achieving carbon neutrality have been implemented in Japan, including a fundamental review and tightening of energy efficiency standards for residential and commercial buildings, as well as an expansion of the scope of regulations. Consequently, demand for Low-E glass with superior energy-saving performance is expected to grow further not only in the housing sector, but also in commercial buildings and the building renovation market.
The Group's architectural glass business in Japan had sourced most of its Low-E glass from both within and outside the Group. However, as demand for Low-E glass is expected to remain robust, supported by the accelerating trend toward decarbonization, the Group has expanded its production capacity by installing a new sputtering coating facility at its key manufacturing site in Chiba, Japan, which began operations in the summer of 2026.
Low-E glass is a type of glass coated with a transparent metallic layer on its surface and is an indispensable component of Low-E insulating glass units (Pairmulti Low-E®) and vacuum glazing products (Pilkington **Spacia**™), contributing to the decarbonization of buildings through their high energy-saving performance. The Low-E coating absorbs and reflects solar heat as well as heat retained indoors from heating, reducing solar heat gain and helping improve the efficiency of indoor heating and cooling.



Architectural Glass Business
Float Manufacturing Division (Chiba, Japan),
A member of the sputtering facility installation Project

Katsuya Ueno

In conjunction with the introduction of this new facility, we have expanded our product lineup to five types, ranging from high solar heat gain products (solar heat gain coefficient: 0.53) to solar control products (solar heat gain coefficient: 0.26), and have increased the maximum product dimensions to 6 meters by 2.5 meters. The Low-E glass manufactured at the Chiba site will also be processed into insulating glass units on-site, establishing an integrated production and supply system covering the entire process from float glass production and Low-E coating application to insulating glass unit fabrication. Leveraging these strengths, we will continue to build a stable supply system that meets our customers' expectations and strive to be a trusted partner for our customers.

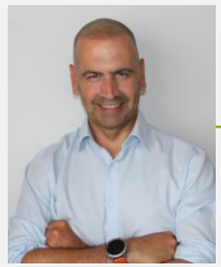
Products contributing to sustainability through glass coating technology

Glass Technologies Combining Landscape Preservation and Flood Protection in Kendal, UK

Pilkington Activ™ Self-cleaning Glass and Pilkington Optiwhite™ High-transparency Glass



Pilkington UK, contributed to the Kendal Flood Risk Management Scheme in Cumbria, helping to protect local communities from the increasing risks associated with extreme weather events. The project forms part of a major flood resilience program that is expected to safeguard more than 1,480 homes and 1,100 businesses across the region.
A key feature of the project is the use of innovative transparent flood walls, designed to provide robust flood protection while preserving Kendal's historic riverside character and views of the River Kent. Working in collaboration with Kuraray and Flood Control International a bespoke laminated glazing solution incorporating Pilkington **Activ**™ self-cleaning glass and Pilkington **Optiwhite**™ low-iron glass was developed. The high-performance system is engineered to withstand the pressures and impacts associated with flood events while maintaining exceptional clarity and durability.
This collaborative project demonstrates how our advanced glass technologies can help support climate resilience, protect communities and contribute to sustainable infrastructure for the future.



Architectural Glass business, VA Commercial (UK),
Technical & Customer Support Manager

Lee Shaw

Being involved in the Kendal Flood Risk Management Scheme was a proud moment for our team. Working alongside specialist partners, we helped deliver an innovative glass solution that protects homes and businesses while preserving the character of the local environment. The project demonstrates how advanced glazing can contribute to climate resilience, combining technical performance, sustainability and low maintenance, whilst creating essential community benefits in an aesthetically pleasing way.

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Automotive glass business

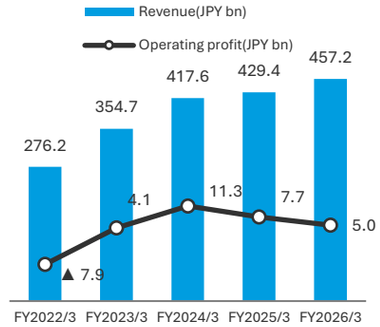
Key supplier globally in new vehicle (OE) and automotive aftermarket (AGR)





Market Condition

The new vehicle market is showing signs of recovery, yet vehicle production in our key markets is not anticipated to reach levels seen before the Covid 19 pandemic. Especially, domestic sales in Japan are expected to decrease due to population decline and aging, diversity of mobility option (e.g. car-sharing), and slow adoption of BEVs. On the other hand, the added value per vehicle is increasing with the penetration of ADAS*1/EVs into the markets with the spread of CASE*2. As glass bending and laminate technology requirements grow more complex and demand increase for advanced coatings to comply with ADAS/EV standards, elevating development and technological standards and boosting manufacturing capabilities become crucial for enhancing profitability and competitiveness. In the aftermarket, the growing number of new, ADAS equipped vehicles increases the demand for sophisticated ADAS compatible windshields, which in turn poses challenges to us in terms of timely supply. It is becoming crucial not only to develop and manufacture these advanced products but also to ensure quality service through an ecosystem incorporating skilled fitters for repair and replacement.



*1 CASE : Connected、Autonomous、Shared、Electric *2 ADAS : Advanced Driver Assistance System

Business Direction

We will accelerate manufacturing technologies to enable our global customers to shift to safer, connected, greener vehicles while shifting to a sustainably profitable business as a key strategic global supplier. Key strategic measures are as follows.

Capability Enhancements to Cater to ADAS and EV

- Developing advanced glass bending technology
- Developing manufacturing technologies for the diversifying applications of laminated glass, among others

Strengthening the Aftermarket Business

- Improving inventory management and timely market supply
- Enhancing efficiency by integrated management of new car and aftermarket businesses
- Optimizing sourcing strategies, among others

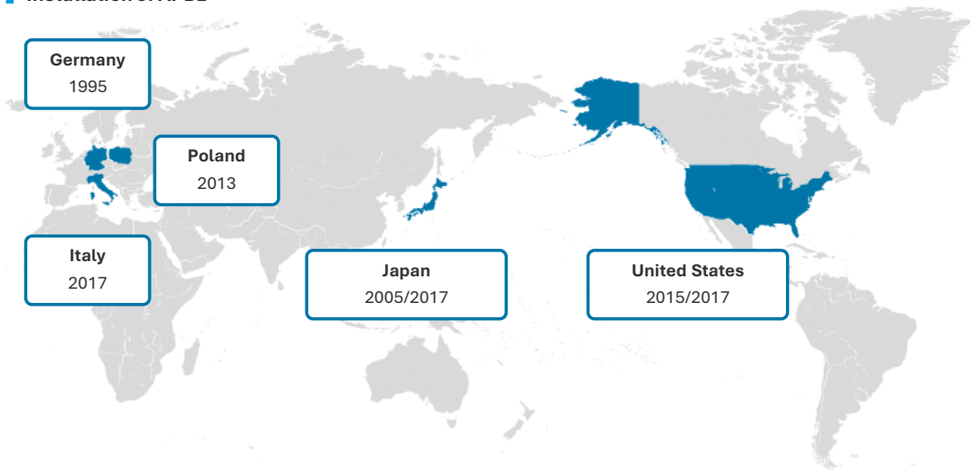
Thorough Improvement of Profitability

- Continuously reviewing pricing strategy
- Further optimizing footprint
- Operational improvement

NSG Strength

Since 1995, the Group began installing APBL*3 equipment and were among the first to establish a global production system. Laminated glazing is used for windshields to prevent from shattering for the safety of the drivers and passengers. There is a growing need for high-precision windshields for ADAS and HUD*4 , and APBL manufactures them for ADAS function and accurate HUD image projection.

Installation of APBL



Windshields with ADAS and HUD

High-precision windshields processing technology is required to ensure that ADAS functions accurately, preventing accidents and projecting speed and navigation.



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Products that contribute to the advancement of automobiles

Advanced Driver Assistance Systems
– Glazing compatibility with Sensor Systems



Zoox Robo-Taxi. Level 4 autonomy
Sensors on external pods but NSG glass in doors

The drive for vehicle autonomy is pushing ahead both with the established players and new disruptors to the market. Robust implementation of autonomy systems requires multiple sensor redundancy to progress to the higher levels of autonomy expected by customers.
The expectations of customers for vehicles to be able to take control for themselves at higher speeds is increasing. Operating autonomously at higher speeds requires the sensor suite to see further down the road, This in turn requires a tighter optical tolerance to our windscreens when the sensors have to see through them. At NSG we have many years of experience with camera systems behind windscreens, and are now working with our key customers to push the boundaries of what is possible with our processes to provide larger windscreen camera windows at tighter tolerances than ever before.
Optical camera systems are the traditional sensor to place behind a windscreen, but to progress to and beyond level 3 autonomy LiDAR sensors make a lot of sense to fit behind a windscreen rather than on top of the vehicle. Windscreens with a LiDAR compatibility are a key development area today.



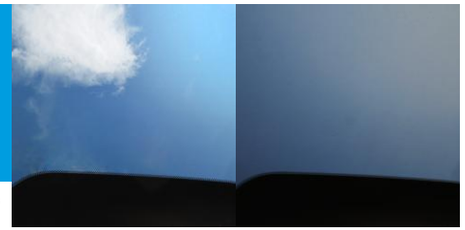
Automotive Glass business
Global Product Manager (Windscreen & Sustainability)

Phil Baxter

Industry intelligence points towards two distinct tracks for vehicle automation: The first being an extension of the currently available assistance technologies for consumer vehicles i.e. cruise control progressing to a hands free 'Highway Pilot' system at full highway speeds. This indicates that consumer vehicle automation levels are likely to max out at Level 3, where Level 4 and 5 are the domain of Robo-Taxis and fully autonomous haulage applications. The opportunities for glazing differ between these distinct vehicle categories. In the consumer vehicle category there is a big opportunity to have the sensors behind the windscreen, and thus integrated into one of our products. The Level 4 Robo-Taxis are diverging from what is recognizable as a consumer vehicle and using discreet sensor pods not housed behind a traditional windscreen.

Products that contribute to a decarbonized society

Cutting-edge technologies in automotive glazings
– A couple of NSG achievements with key customers



Dimming ON (transparent state) Dimming OFF (opaque state)

The images show a prototype of dark dimmable rooflight. The left image shows the glass with dimming ON (transparent state), while the right image shows the glass with dimming OFF (opaque state). When dimming is OFF, the sky and clouds are less visible through the glass.

Dark dimmable panoramic rooflight

This year, 2026, marks a turning point for our rooflight product range: key launches embedding switchable technologies are scheduled. The most significant one is the start of production of the first dark dimmable rooflight ever-manufactured in NSG Group for the new Lexus ES. Its technology offers quick variable transmission from transparency to a dark state that stops sun glare. In addition, our NSG low-emissivity coating applied on the inner side offers heat-shielding and thermal-insulating keeping the cabin comfortable in either summer or winter. It is a true source of pride to see advanced panoramic rooflight developments successfully pass their validation milestones.

Ultra-lightweight laminated glass made with chemically strengthened ultra-thin glass

When the Porsche 911 (release 992) was launched in 2018, NSG was a pioneer in full carset composite glazing. NSG has become the world leader for the manufacturing of ultra-lightweight laminates as we developed and mastered the handling and shaping of 0.5mm chemically strengthened glanova® glass. Our composite glazings combine lightness, strength, and acoustic comfort. They have raised the interests of multiple customers because they are the perfect technical choice for vehicles that refuse to compromise between performance, styling, and the driving experience.



Automotive Glass business
Global Product Manager (Sidelight, backlight & rooflight)

Xavier Arnaud

The market launches of composite glazings and the dark switchable rooflight are two symbols of the success of close collaboration with NSG customers. We continue to support them by enhancing our capabilities through the development of features such as illuminated patterns and new dimming technologies, and by investing in our industrial assets, such as our new production line in the U.S. capable of manufacturing very large laminated roofs. Our objective is clear: to be our customers' preferred supplier for these new products.

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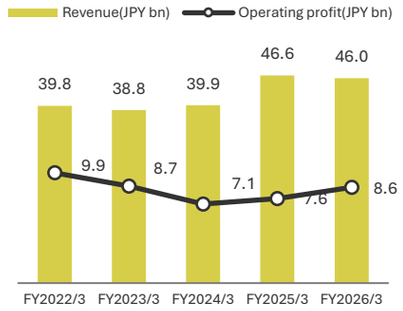
Technical glass business (Creative technology)

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



Market Condition

We don't expect a sharp decline in these markets in the near future, but existing products face growing competition from alternative materials, and we don't anticipate significant growth. (e.g., printers and automotive engines)
In contrast, adjacent market areas are experiencing growth, with opportunities emerging from expanded applications. e.g., automated optical inspection systems are projected to grow at a CAGR of approximately 10%, and markets for factory automation and e-bikes are also expanding. In addition, materials for high-performance components supporting increase in data storage globally with the evolution of AI, downsizing, thinning and lightweighting of IT-related products, and high-speed communications are also expected to see strong growth.



Business Direction

Technical Glass will establish a new revenue pillar by developing proprietary materials that play a pivotal role in advancing our customers' product offerings. Followings are key strategic measures.

Expansion of Business in Adjacent Markets

- Developing new applications and uses for glass flake and fiber technology
- Advancing our SELFOC® optical materials technology, and developing its new applications
- Developing applications for chemical strengthen thin glass that combines high strength with excellent heat formability

Commercialization of New Technologies

- Expanding our presence and deploy personnel closer to target customers and markets
- Identifying customer challenges and maintain continuous technology development
- Steadily commercialize projects in the development pipeline through co-creation with customers

Selection of Technological or Business Seeds

- Continuously identifying needs and seeds both in technology and business
- Assessing commercial viability of seeds, and sifting out those that have no chance

Our Strengths: Design and Mass Production Based on Proprietary Glass Materials Technologies

Our integrated in-house capabilities enable us to evaluate and optimize the entire process, from materials design and forming through to surface treatment, post-processing, mass-production engineering and inspection. By combining these capabilities, we can deliver a wide range of properties at industrial scale, including electrical, optical and mechanical performance, durability and aesthetic qualities. Many of our products maintain a high market share, including lenses for printers and reinforcement materials for timing belts used in automotive engines.



Environmental Solution

Through our advanced materials development capabilities and expertise, we contribute to energy savings, lightweight solutions, and enhanced environmental performance, thereby reducing environmental impacts. Anticipating the needs of a next-generation energy society, we are actively advancing the development of glass materials for all-solid-state batteries. (Representative products, including products under development: Glass Cord, MAGNAVI®, E-Flake, and others.)



Digital Solution

Through our glass composition development and forming technologies, we help address customer challenges associated with increasing data volumes and high-speed communications, contributing to the advancement of the next-generation digital society. We are advancing the development of low-dielectric glass pellets, glass flakes, and thin glass substrates for Through-Glass Via (TGV) applications that enable higher performance and miniaturization of next-generation semiconductor packages. (Key products, including products under development: Low-Dielectric Glass Pellets, Low-CTE Glass Pellets, Low-Dielectric Glass Flakes, Thin Glass for TGV Applications, glanova®, and others.)



Optical Solution

Leveraging our long-cultivated expertise in optical technologies, we address a wide range of customer challenges in optics and contribute to the advancement of next-generation mobility and digital society. In addition, we are further advancing our proprietary optical technologies, including GRIN lenses, micro-optical components, and anti-reflective coatings, to support the realization of photonics-electronics convergence, which is expected to drive significant advances in AI, data centers, and communication networks. (Key products, including products under development: SELFOC® LENS ARRAY, SLR, Micro-Optical Components, and others.)



Lifestyle Solution

Through the technologies and know-how we have developed in glass melting and processing, we create value through the unique properties of glass, including aesthetics and biocompatibility, contributing to richer and more fulfilling lifestyles. Anticipating increasingly diverse societal needs and rising expectations for quality of life (QOL), we are promoting the development of innovative functional materials while supporting the preservation and evolution of traditional craftsmanship. (Representative products, including products under development: METASHINE®, Edo Kiriko, Gravure Glass Engraving, and others.)

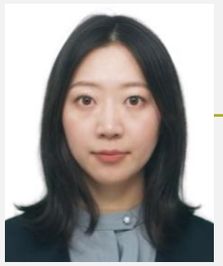
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Products that contribute to a decarbonized society

'New Solutions for the Growing Composites Market in a Decarbonized Society High-Modulus, High-Strength Glass Fiber MAGNAVI®



To realize a decarbonized society, reducing energy consumption through the lightweighting of transportation and industrial equipment has become a global priority. At the same time, the expansion of renewable energy and next-generation communications infrastructure is driving demand for materials that combine high strength, low weight, radio-wave transparency, and durability.
To help address these societal challenges, the NSG Group offers MAGNAVI®, a high-modulus, high-strength glass fiber. MAGNAVI® delivers mechanical properties that surpass those of conventional glass fibers while retaining the inherent advantages of glass materials, including radio-wave transparency, heat resistance, and acid resistance. In addition, when used as a reinforcement material in composites, MAGNAVI® enables the development of lighter components, helping to reduce energy consumption and environmental impacts.
Its excellent impact resistance also makes MAGNAVI® an alternative to carbon fiber, which is widely used as a reinforcing material in fiber-reinforced plastics (FRP). As a result, MAGNAVI® is expected to find applications across a broad range of fields, including drones, electrical equipment, hydrogen storage tanks, and renewable energy-related components.
Through MAGNAVI®, the NSG Group is contributing to the realization of a sustainable society and the creation of new industrial foundations.



Creative Technology Business
Functional Products Department Glass Fiber Division

Kashin Tai

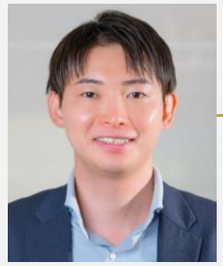
Our department leverages proprietary glass composition design and manufacturing technologies to develop and mass-produce glass materials with a wide range of properties. We offer solutions for diverse applications, particularly in the sports equipment and semiconductor sectors, including MAGNAVI®, a high-strength, high-modulus glass fiber, and glass pellets with low thermal expansion and low dielectric properties. Looking ahead, we will continue to engage closely with our customers to understand evolving market and application needs, while pursuing new material proposals and product development initiatives that contribute to solving challenges facing both society and our customers.

Products that enable the development of high-performance components

'Immersion Cooling Technology for Data Centers Supporting Energy Efficiency and High-Speed Communications Ultrafine SELFOC® MICRO LENS "HOSOMICHI™"



Driven by the rapid adoption of generative AI and ongoing digital transformation, the construction and expansion of data centers are accelerating worldwide. At the same time, increasing data processing demands are driving higher power consumption and heat generation by servers, making energy efficiency in data centers an increasingly important societal challenge.
One technology attracting significant attention as a solution to this challenge is immersion cooling, in which server equipment is directly submerged in a coolant liquid for efficient heat removal*. Compared with conventional air-cooling methods, immersion cooling offers significantly higher cooling efficiency and is being increasingly adopted and tested worldwide as a means of reducing data center energy consumption.
Leveraging the unique features of "HOSOMICHI™", an ultrafine SELFOC® MICRO LENS with the same diameter as an optical fiber (125 μm) and capable of operating in coolant liquids, the NSG Group is collaborating on the development of multi-fiber optical connectors designed for immersion-cooled environments. The new connector aims to achieve high-speed and stable optical communications by utilizing SELFOC® lens-based optical control technology to overcome the degradation of communication quality caused by coolant intrusion, which has been a key challenge in immersion-cooled systems.
* Immersion cooling: A highly efficient cooling technology in which server equipment is directly immersed in a specially designed electrically insulating liquid.



Creative Technology Business
Information Device Division

Takato Nagamori

The ultrafine SELFOC® MICRO LENS "HOSOMICHI™" is a GRIN lens with the same outer diameter as an optical fiber, measuring 125 μm. Its key features include highly efficient optical coupling and ease of alignment. With the rapid adoption of AI technologies, expanding communication capacity while reducing power consumption has become a critical challenge for data centers. HOSOMICHI™ is expected to serve as an optical component for next-generation communication technologies, including Co-Packaged Optics (CPO) and immersion-cooling-compatible systems.
Going forward, we will continue to enhance the value of this technology by incorporating customer feedback and contribute to the advancement of next-generation communications infrastructure.
* GRIN lens: A cylindrical lens that bends light through a gradual change in refractive index within the lens material.

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FOREWORD FROM DENISE HAYLOR, BOARD DIRECTOR AND CHIEF HR OFFICER

At NSG Group, our people are our greatest strength. That's why, as part of Group HR's Medium-Term Plan, we've created a distinctive employer brand that reflects who we are and what makes NSG Group a great place to work.
Create. Inspire. Belong. was shaped by employees around the world and captures what matters most to our people. It helps us tell our story consistently, strengthen engagement, and enhance the employee experience globally.
I hope you enjoy reading about the journey behind Create. Inspire. Belong. and the collective effort that brought our employer brand to life. It is a story that reflects the passion of our people and our shared commitment to making NSG Group a place where everyone can thrive.



Denise Haylor
Director
Senior Executive Officer
Chief Human Resources Officer (CHRO)

CREATE. INSPIRE. BELONG.



CREATING A NEW, GLOBALLY CONSISTENT EMPLOYER BRAND FOR NSG GROUP

Across NSG Group, our colleagues are innovating, manufacturing, and delivering sector-leading glass and glazing products that touch millions of lives every day. To continue attracting and developing talented people around the world, we needed to tell one authentic story about what it's really like to work here.

That story became **Create. Inspire. Belong.** More than a recruitment campaign, it is an employer brand that reflects our culture and our commitment to creating an environment where people can thrive. It gives us a consistent way to share who we are and why people choose to build their careers with NSG Group, wherever we are in the world.

BUILT BY OUR PEOPLE

Every great story starts by listening.

More than 12,000 colleagues across NSG Group shared their experiences of working here, telling us what motivates them, what makes them proud and what keeps them inspired. We spoke with leaders across the business to ensure our ambitions for the future were reflected too.

We also looked beyond our own organization, gathering feedback from prospective candidates and benchmarking ourselves against other employers, helping us understand what people are looking for in their careers and where NSG Group can make a genuine difference.

Our research included:

12,707 Internal survey respondents	**900** External survey responses from a range of future candidate roles
77 Employee focus groups held around the world	**9** Leadership interviews

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ONE STORY, SHARED GLOBALLY

Together, our global research methods revealed a clear and authentic picture of what makes NSG Group unique.
Founded in research and the views of our people we created our brand essence and brand narrative to help us share with the world who we are at NSG Group:

We're redefining the world of glass. Seeing opportunities where others see limits.

Transforming cutting-edge research into real-world breakthroughs with knowledge and expertise we've built over hundreds of years.

We see trust and freedom helping our people to flourish and do the best work of their careers – delivering our vision of a more sustainable society.

Around the world we see collaboration across our teams, from talented crafters and creators to expert thinkers and makers, all inspiring and supporting one another.

Together we find balance, create quality, and pioneer the future of glass.

NSG Group. **Create. Inspire. Belong.**

FOUR PROMISES. ONE EXPERIENCE.

From every conversation, survey and workshop during our research, four themes consistently stood out. Together, they shaped our **People Promises**. These promises are a mutual commitment - capturing what our colleagues can expect from NSG Group, and what we ask of each other - helping us bring **Create. Inspire. Belong.** to life in everything we do.
Together, these promises provide a consistent foundation for every stage of the employee journey. They help us tell one authentic story about life at NSG Group, ensuring colleagues and future candidates around the world experience the same values, wherever they are.

WE'RE TRUSTED TO SUCCEED

The ideas you bring and the work you do drives our success, shapes our business, and sets new benchmarks for quality. With a culture built on trust, we're empowered to take ownership of our work. And when you step up and show initiative, you help set the standard for everyone.

WE ACHIEVE AS ONE TEAM

Our success happens together. We collaborate, support and inspire each other – both locally and across our global network. We work hard, deliver on quality, and shape the future of glass with commitment and pride. We also make time to have fun, build lasting connections, and celebrate our successes along the way.

WE SHAPE THE FUTURE OF GLASS

For hundreds of years, we've shaped the world of glass. From pioneering the float glass process to making sustainability central to everything we do, we're renowned for quality and innovation. When you help us push the limits of what we can create with glass, you inherit a proud legacy to take forward and have the chance to make an impact on our future.

WE SUPPORT EACH OTHER TO DELIVER

We're proud of our dedicated and passionate teams. That's why we'll support you to thrive both professionally and personally, giving you the space and support to achieve balance. Because being there for our people when they need us is the right thing to do.

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BRINGING OUR EMPLOYER BRAND TO LIFE

From creating the brand to bringing it to life, we've spent this year turning our research, narrative and People Promises into tools, stories and experiences that help our people and future talent see what it means to create, inspire and belong at NSG Group.

Bringing the brand to life locally

A global employer brand only works when it feels relevant to the people experiencing it. Recognizing that every NSG Group location, culture and audience is different, we created a network of Employer Brand Champions to support local rollout.

Champions were given the tools, guidance and creative assets they needed, but also the freedom to shape their own approach. Using a global toolkit, they developed local launch plans that reflected the needs of their colleagues and audiences, bringing **Create. Inspire. Belong**. to life in ways that felt authentic to their location. This approach allowed us to build consistency across the Group while giving local teams the ownership to make the brand their own, including adapting communications for local languages and cultures.

One global story. Many local voices.

Giving our teams the tools to make Create. Inspire. Belong. their own.

We launched a new SharePoint brand hub and global employer brand guide, giving teams across NSG Group the tools to communicate consistently while celebrating local cultures and communities.

From recruitment campaigns and careers fairs to internal communications and social media, colleagues now have access to shared messaging, photography, templates and creative assets that help bring our employer brand to life.

- Over **10,000** brand hub page views
- Over **14.4**K views of employer brand videos
- **65** global UGC videos shared featuring employees
- Record employee reactions on Viva Engage in launch month

Putting our people at the heart of the story

To bring our employer brand to life through the voices of our people, we created a dedicated microsite showcasing our new messaging, visual identity and, most importantly, the experiences of our colleagues.

At its heart were more than 65 videos featuring employees from around the world, sharing their own stories of working at NSG Group and what **Create. Inspire. Belong**. means to them. Through honest, personal conversations, colleagues talked about their experiences, their teams, their careers and what makes them proud to be part of NSG Group, bringing our People Promises to life in a way that is authentic and relatable. The microsite is now also a valuable onboarding resource, giving new colleagues the opportunity to hear directly from people across our global business and get a feel for our culture and the experiences they can expect as part of NSG Group.



Kato Mizuki, Product Development



Ethan Roth, Advanced R&D Engineer



Edith Gonzalez, Value Added Process Associate



Kayla Natividad, ATS Engineer

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Different places. One shared story.

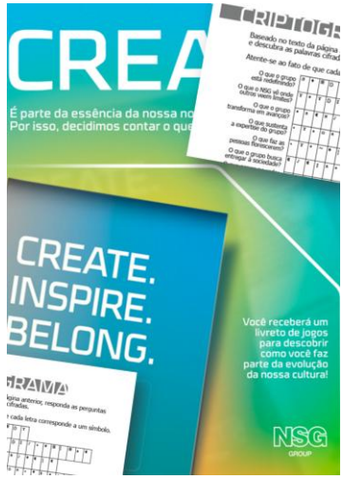
Our teams around the world created their own moments to introduce, explore and embed Create. Inspire. Belong.

BRAZIL

Alongside Leadership meetings packed with branded elements, end of year baskets inspired by employee stories, and bold vehicle livery, colleagues received puzzle booklets during the launch phase to help them discover how they are part of the evolution of NSG Group culture in a playful way.



Vehicle livery, Caçapava



Colleague puzzle booklet, Brazil

VIETNAM

In Vietnam, colleagues brought **Create. Inspire. Belong**. to life through their annual Team Building initiative, introducing the employer brand while fostering connection, collaboration and wellbeing. Employees were also gifted branded T-shirts, helping make the brand visible beyond the event itself. The activity was a natural reflection of our People Promises and a great example of how local teams have made the global brand their own.



Colleague team building event, Vietnam

POLAND

Alongside visual branding inside and outside sites, and launch initiatives, teams in Poland have continued to embrace the employer brand through ongoing colleague events, for example during Earth Day's 'Let's Clean Up Sandomierz Together', which saw every NSG volunteer receive an orange '**Create. Inspire. Belong**.' backpack with a starter kit containing everything needed for the clean-up.



Colleagues at family event, Sandomierz

NORTH AMERICA

Colleagues in North America enjoyed events and watch parties with freebies, branded treats and the opportunity to come together to view some of our colleague videos from around the world.



Branded treats, Columbus



Watch party, Lexington



Brand launch event, Rossford

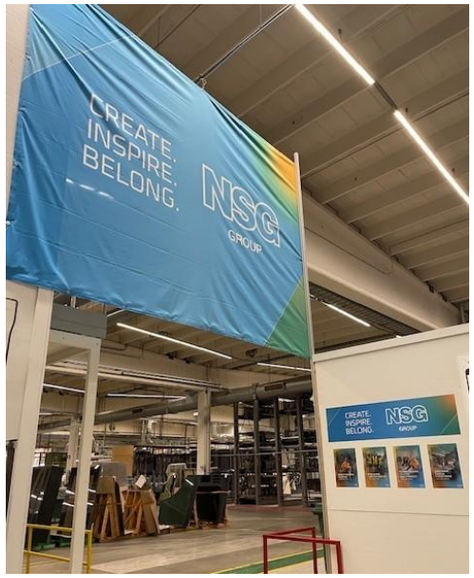
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Making our story visible

From posters and billboards to workplace walls, locations around the world began putting **Create. Inspire. Belong**. into view. These visual changes helped make the employer brand part of everyday working environments, creating a consistent experience for colleagues while giving each location the opportunity to bring the brand to life in its own way.



Sandomierz, Poland



North America



Lathom, UK



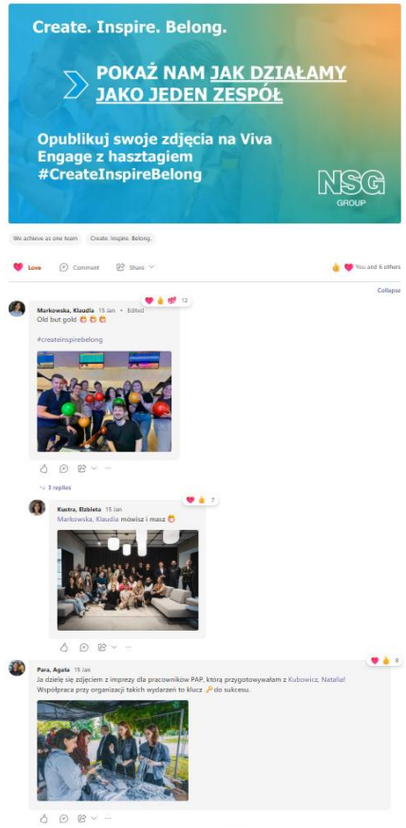
Caçapava, Brazil

From communication to conversation: Strengthening employee engagement

Bringing **Create. Inspire. Belong**. to life internally was about more than sharing messages. Senior leaders shared their own experiences of **Create. Inspire. Belong**. through a series of videos, giving colleagues a different insight into the people behind the roles and creating opportunities to connect with our Executive Team in a more personal and relatable way.

We also developed conversation starters and questions for teams to use in meetings, encouraging colleagues to reflect on what the People Promises mean in their own roles and experiences. These conversations extended beyond team meetings, with questions and colleague responses shared through Viva Engage, prompting people to join the conversation, share photographs and tell their own stories.

Perhaps most importantly, colleagues began taking the brand and making it their own. From sharing personal reflections and creative responses to writing poetry and even creating songs inspired by **Create. Inspire. Belong**., the response showed that our employer brand had moved beyond a set of messages and into something people could connect with, interpret and express in their own way. This was the clearest sign of engagement: colleagues weren't just hearing our story – they were adding their own chapters to it.



Viva Engage colleague posts, Poland



Michael Kiefer, Chief Legal Officer / Chief Ethics & Compliance Officer

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EXTENDING OUR REACH EXTERNALLY

Taking our story beyond NSG Group

Once colleagues around the world had begun to discover, explore and bring **Create. Inspire. Belong**. to life, it was time to share our story more widely. We began taking our employer brand into the world, using the voices and experiences of our people to show future talent what it means to create, inspire and belong at NSG Group.

Mission:INSPIRE
- inspiring others through authentic stories



One of the most powerful ways we've brought our employer brand to life is through Mission:INSPIRE, our global employee advocacy programme. Built around the belief that our people are our best ambassadors, Mission:INSPIRE empowers colleagues to share their own experiences of life at NSG Group through LinkedIn and other professional networks. By providing practical training, ready-to-share content and opportunities to tell their own stories, we've created a growing community of advocates who are helping us reach new audiences in an authentic and meaningful way.
The programme celebrates the people behind our business, showcasing the diverse careers, expertise and opportunities that exist across NSG Group. Every story shared helps bring our People Promises to life, giving prospective candidates a genuine insight into our culture through the voices of the colleagues who experience it every day.

LinkedIn: a storytelling approach with success

LinkedIn has become one of our most effective channels for sharing employee stories and showcasing the people behind our business. Content centred on development, collaboration and innovation has generated consistently strong engagement, helping us reach new audiences while reinforcing NSG Group as an employer of choice within the manufacturing and engineering sectors. The continued growth in employee advocacy has also expanded the reach of our content, enabling colleagues to become ambassadors for NSG Group and increasing engagement beyond our corporate channels.

Average NSG Group engagement rate pre-launch = 3-5%

- **Employer brand centerpiece video = 12%**
- **ED1* story = 16%**
- **People Promise Carousel = 47%**
- **Over 49hrs of employer brand video watch time**
- **Over 3500 new followers since employer brand launch**

ED1* Internal global training program

As our internal engagement has grown, so too has our external presence.

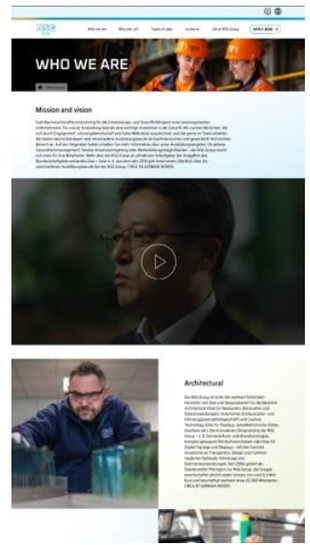
Our employer brand has also become a central feature of careers fairs, graduate events and recruitment activities. Updated exhibition materials, branded resources and consistent messaging have helped create a stronger first impression for prospective candidates, while enabling recruitment teams to present a clear and compelling employee proposition regardless of location.
This consistent approach has strengthened our visibility with students, graduates and experienced professionals, supporting recruitment across a wide range of technical, manufacturing and corporate roles.

Supporting the future of recruitment

Our new global careers website builds on this momentum, bringing our employer brand and career opportunities together in one engaging platform. Colleague stories, career journeys and our People Promises sit at the heart of the site, giving prospective employees an authentic insight into life at NSG Group, helping them better understand our culture, the opportunities available and what they can expect from a career with us.

The platform has been built to support our global recruitment activity, while allowing us to reflect the needs of different audiences and has been designed with future growth in mind. During the next financial year, the website will be rolled out in local language versions, providing a more inclusive and accessible experience for candidates in each of our key markets while keeping our employer brand recognizable and consistent wherever people encounter it.





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LOOKING AHEAD

Our employer brand is not a standalone initiative but an important enabler of our wider business strategy.
By listening first and building our employer brand from the genuine experiences of our people, we've created more than a consistent message. We've created a shared story, one that reflects who we are today and supports the talented people who will shape our tomorrow.
As we continue to invest in innovation, digitalization, sustainability and developing diverse talent, attracting and retaining skilled people will remain fundamental to our success. By creating a consistent employee experience, empowering colleagues to share their stories and strengthening how we communicate with future employees, we are building a stronger foundation for sustainable growth.
The progress made over the past year demonstrates the value of a globally aligned employer brand that reflects the authentic experiences of our people while supporting local markets. As we continue to expand our reach and evolve our candidate experience, we remain committed to ensuring that NSG Group is recognized not only for the products we create, but also for the opportunities we provide for our people to create, inspire and belong.



- **12,000+ colleagues** helped shape **Create. Inspire. Belong.**
- **Global employer brand guidelines** and toolkit launched across the business.
- **Employee advocacy network** continuing to grow, increasing the reach of authentic colleague stories.
- **Strong LinkedIn engagement** driven by people-focused content.
- **New global careers website** launched, with local language rollout planned next financial year.
- **Consistent employer branding** now supporting careers fairs, recruitment events and candidate communications worldwide.

CONCLUSIONS

The launch of **Create. Inspire. Belong.** marks an important milestone in strengthening how we attract, engage and retain talent across NSG Group. Shaped by the voices of employees worldwide, it provides a clear and authentic expression of who we are and the experience we aspire to create for our people.
While the foundations are now in place, our focus continues on embedding the employer brand into everyday experiences, communications and recruitment activities, ensuring it comes to life across the organization and in local markets around the world.
The success of our employer brand strategy is already being recognized externally. In September 2026, Create. Inspire. Belong. received two awards at the UK Employer Brand Management Awards, reinforcing the strength of our employer value proposition and the impact of our ongoing efforts to attract, engage and inspire talent around the world.
Thank you to all who contributed to this journey. Together, we are creating a more connected, engaging and inclusive workplace where our people can truly **Create. Inspire. And Belong.**



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Materiality

In accordance with the NSG Group Sustainability Policy, our group has identified material issues that must be recognized in order to achieve both sustainable growth for the company and the realization of a sustainable society over the medium to long term.

In drawing up our medium-term management plan, we have recently re-examined our material issues. We have reviewed this to clarify the company's policy that safety is a prerequisite for our business, and have separated “health and safety,” which was previously included as part of “human capital,” into a separate material issue, and have divided it into two categories: one as a basic element of management and the other as a source of competitiveness.

The three materiality issues of “health and safety”, “ethics and compliance,” and “safe, high-quality products and services” are the highest priorities for the entire Group, and we will manage them as basic management issues that must be achieved in the course of business operations and will continue to raise awareness and make improvements.

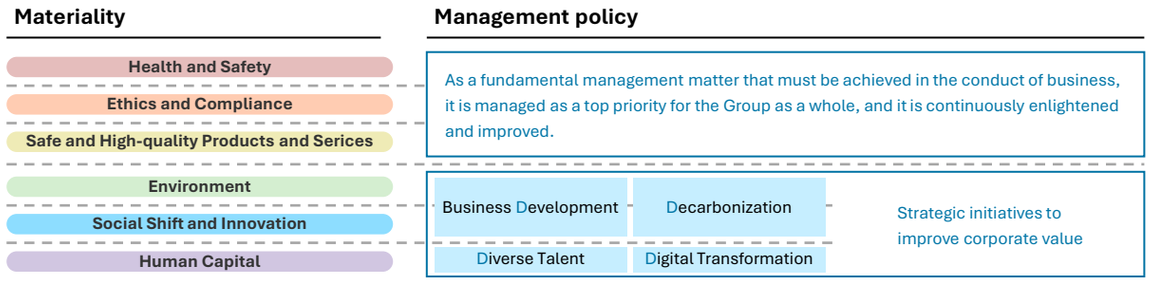
The three materialities of “environment,” “social shift innovation” and “human capital,” which are the source of competitiveness, correspond to the four "D"s (Business Development, Decarbonization, Diverse Talent, Digital Transformation) of this medium-term plan, and we will strategically address them in the medium-term plan to improve corporate value.



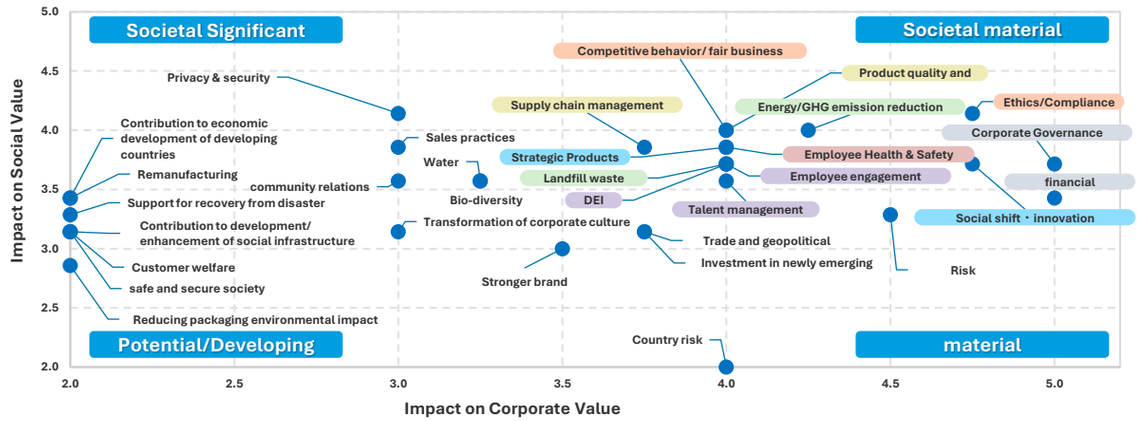
Materiality Identification Process

Each topic was categorized by referring to the classifications in standards such as GRI, SASB and IIRC, and the social impact (Impact on Social Value) on each stakeholder and the financial impact (Impact on Corporate Value) on the company were scored and evaluated on two axes, and items with high scores were selected as “priority areas”. In assigning scores, we took into account the perspectives of the various stakeholders surrounding our company, such as investors, employees, customers, business partners in the value chain, and local residents. Of these, corporate governance and ensuring a financial base have a very strong impact on the company and are the foundation of the company, so we are addressing these as issues that the Group will focus on separately from the selection of materiality. This materiality assessment result was discussed at the Sustainability Committee and approved at the Board of Directors Meeting in FY2024/3.

In addition, we are currently preparing a new assessment (double materiality assessment) to comply with the requirements of the European Corporate Sustainability Reporting Directive (CSRD). In February 2025, the European Commission published the Omnibus Regulation, which postponed its application to our company by two years. However, we continue to prepare internally for its implementation.



Revised NSG Sustainable Value Matrix



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Sustainability targets and KPIs

In line with the medium-term plan starting from FY2025/3, the Group has set sustainability targets and KPIs for the six materiality issues. It has identified as key issues to be addressed by the Group.

Health and Safety (Items separated in the MTP)

We will continue to aim for zero fatalities. We will significantly raise our target for the significant injury rate (SIR) and work towards achieving it through new approaches such as introducing AI and CCTV cameras at our manufacturing sites. For details, please refer to the "Health and Safety" section of the Social chapter.

Ethics and Compliance

As we have now become to receive a consistent number of reports through the hotline system (quantity aspect), we have set a new target focusing on the content of the reports (quality aspect). In addition, the feedback on Ethics and Compliance program including Ethics and Compliance Weeks we have received to date shows that there have been still fears among people about possible retaliation for reporting concerns. To enhance the reliability of the Reporting of Concerns system we have set a new target of zero incidents of retaliation.
Furthermore, we have also set a KPI regarding employees' evaluation on the compliance program for its further improvement. . For details, please refer to the "Ethics and Compliance" section of the Social chapter.

Safe and High-quality Products and Services

With regard to quality, we have set a new target of "zero major quality spikes (Quality incidents that affect external customers and have a financial impact of over 100 million yen)".
In the supply chain, we have raised the targets in several areas in light of the status of achievement of the targets for the FY2025/3. Specifically, we have set a target of increasing the penetration rate of the Sustainable Supply Chain Charter, which is more advanced than the Supplier Code of Conduct. We will continue to work towards achieving our targets by promoting the Sustainable Supply Chain Charter to our suppliers. In addition, we have specified reduction targets for Scope 3. We aim to achieve our Scope 3 reduction targets through ongoing engagement with suppliers involved in these hot spots. For details, please refer to the "Safe and High-quality Products and Services" section of the Social chapter.

Environment

In addition to raising our CO_2 reduction target per unit of production, we have also newly specified a target for the ratio of renewable electricity. Although renewable electricity is easily affected by market price fluctuations, we will aim to further increase the ratio through our efforts to seek more economically viable procurement methods on a global level.
In addition, to respond to social demands, we have set a target to reduce water withdrawal in water stressed areas and have set a target for the recycling of glass resources. In particular, in the Automotive Glass business, we are actively promoting glass recycling initiatives in collaboration with our customers. This will also contribute to the realization of a decarbonized society. For details, please refer to the "Sustainability and Products" section, "Water", and "Circular Economy (waste)" of the Environment chapter.

Social shift and Innovation

We have newly set quantitative sustainability targets for this item. The target we have set this time is to increase the sales composition ratio of strategic products. In particular, we aim to achieve this target by expanding sales of strategic products such as glass for solar panels which is one of our mainstay products, automotive glass such as head-up displays and roof lights for the future expansion of the EV market, and high-function glass products such as LPH (LED print heads) and multi-core optical connectors for data centers that support immersion cooling and address the issue of energy conservation in the future increase in data distribution volume. We aim to achieve this target by expanding sales of strategic products. For details, please refer to the "Business Overview Topics" section of the Digest chapter and "Sustainability and Products" of the Environment chapter.

Human Capital

With regard to employee engagement, we have set a new goal of improving the "Employee Value Proposition". The measurement indicator will be the question "Would you recommend the NSG Group as a good place to work (Net promoting score, NPS)" in the internal employee attitude survey "Your Voice". In the survey in September 2025, it showed a high correlation with the results of the questions about the company's sustainability initiatives, and the results were interesting in that they suggested that the company's initiatives for sustainability have a positive effect on employee awareness, which in turn contributes to improving corporate value. We aim to achieve our KPI targets by implementing internal training on employer branding and making use of social media, etc. With regard to DEI, we have raised our targets even higher in light of the Japanese government's target for the ratio of female managers (30% by 2030). For details of our initiatives, please refer to the "Human Capital" section of the Social chapter.
The details are from next pages.

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Aspirations for Six Materiality Issues and Sustainability Goals and KPIs

Materiality Targets (Fundamental Management Matter)

Materiality	FY30 Aspirations	FY27 New Targets		FY27 KPIs	17 Sustainable Development Goals (169 targets)
Health and Safety	Under the strong leadership, a safety culture has been fostered in which all consider safety as a value and work together to build a safe workplace. All risks are properly managed. Particularly for critical risks, a high level of control is in place. The use of digital technology has significantly improved the level of control.	Fatality	Fatality and life-changing disability	0	8.8
		Significant injury ratio (SIR)		0.20	8.8
Ethics and Compliance	Partner and gain trust from stakeholders by regularly improving the Ethics and Compliance (E&C) programs to address Group risks.	Ratio of substantiated E&C hotline reports		45%	16.5
		Cases of retaliation reported to E&C		0	16.5
		Fines associated with Competition or Bribery/Corruption violations		0	16.5
		Ethics and Compliance (E&C) Annual Education		100% completion with achievement or improvement of any above KPIs	16.5
		Compliance Program Score and Effectiveness		90% agreement/favorability	16.5
Safe and High-quality Products and Services	To implement a Sustainable Supply Chain strategy to minimize negative environmental and societal impact, increase innovation, reduce waste and risk and enhance NSG's brand	Supply Chain	Scope3	3.2 MT	13.3
		Supplier collaboration	Supplier spend signing up to Supply Chain Charter	63%	8.7 / 12.4 / 17.16
			Supplier spend with recognized ESG assessment	74%	8.7 / 12.4 / 17.16
			A weighted average score for all assessed suppliers	Over 60	8.7 / 12.4 / 17.16
			Supplier spend with Diverse Suppliers	2%	10.3
	Customer satisfaction remains as a core mission for the Group. The objective to supply of safe and high-quality products and services has been enhanced by incorporating a greater degree of automation and digitalization into our processes.	Quality	Major quality spike (Quality incidents that affect external customers and have a financial impact of over 100 million yen)	0	9.1

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Aspirations for Six Materiality Issues and Sustainability Goals and KPIs

Materiality Targets (Sources of Competitiveness)

Materiality	FY30 Aspirations	FY27 New Targets		FY27 KPIs	17 Sustainable Development Goals (169 targets)
Environment	To exceed stakeholder expectations by implementing sustainable processes to produce environmentally positive products and actively contribute to a decarbonized and a circular based society.	Carbon emission	CO_2 intensity	3% YoY reduction	7.2 / 7.3 / 13.2
			Renewable energy electricity ratio	65%	7.2 / 7.3 / 13.2
			Absolute Scope1+2	Reduction	7.2 / 7.3 / 13.2
		Waste to landfill		20% reduction (vs FY24)	12.5
		Cullet ratio		3% point increase vs FY19	7.3 / 12.5 / 13.2
		Water withdraw		50% decrease vs FY19 in water stressed areas	6.4
Social shift and Innovation	With the strength of NSG's unique glass technologies, we aim to be a trusted partner for the stakeholders and contribute to the realization of a sustainable society.	% Sales of the strategic products		From 23% to 29%	9.4
Human Capital	**Employee Value Proposition:** A globally consistent employer brand that is relevant, differentiates NSG from its competitors and allows for local adaptation. The value proposition will be distinctive, aspirational but will maintain authenticity.	Employee Engagement	% agreement for NPS question from "Your Voice" survey	80%	4.4 / 8.5
	DEI: Inclusive organization where everyone can be their best (#BeYourselfAtWork activity). Recognized as a leader and winner of awards	DEI	Female manager ratio	24% (June 2023: 16%)	5.5

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Status of achievement of targets for FY2026/3

Although some targets were not met, we were generally able to achieve our goals. Reductions in absolute Scope 1+2 emissions were also progressing smoothly, and by FY2026/3, we had achieved a 18% reduction, achieved more than half of the SBTi well below 2°C target (30% reduction by 2030 compared to 2018). In terms of responsible procurement, key indicators, including the penetration rate of the Sustainable Supply Chain Charter and the coverage of supplier assessments, continue to show steady progress. Following the fatal accident that occurred two years ago, we intensified our efforts to prevent serious incidents, including the development of guidelines covering 19 categories of high-risk operations. As a result of these initiatives, no fatal injuries were recorded in FY2026/3. For the overall progress status, please refer to the following.

FY2027/3 targets and FY2026/3 achievement

	FY2027/3 targets	FY2027/3 KPIs	FY2026/3 Achievements	Related SDG s
Health and Safety	Fatality ● Fatality and life-changing disability	0	No fatal accidents were recorded in FY2026/3. As part of our commitment to eliminating serious incidents, we began developing guidelines covering 10 categories of high-risk operations during the year. Furthermore, we introduced a “Zero Accident Certification Program” for manufacturing sites. Each site is striving to achieve and maintain certification through ongoing safety initiatives and sustained accident-free performance.	
	Significant injury ratio(SIR)	0.20	The SIR target for FY2026/3 was 0.27; however, the result was 0.28, representing a 10% improvement compared with FY2025/3. This improvement was driven by a strong focus on safety training for less experienced workers and the rigorous enforcement of safety rules. As a result, the proportion of workplace accidents involving employees with less than one year of experience decreased by approximately 50% year on year.	
Ethics and Compliance	Ratio of substantiated E&C hotline reports	45%	Of the reports received during the period ending FY2026/3, 35% were substantiated and 14% were partially substantiated. We continue to advance our efforts towards achieving our target through internal training programs on hotline usage and other measures.	
	Cases of retaliation reported to E&C	0	No cases of retaliation were identified in FY2026/3. We are providing ongoing training not only to managers but also to employees regarding what constitutes retaliatory behavior.	
	Fines associated with Competition or Bribery/Corruption violations	0	There were zero cases of penalty payments relating to violations of competition law or bribery and corruption-related legislation in FY2026/3.	
	Ethics and Compliance (E&C) Annual Education	100% completion with achievement or improvement of any above KPIs	During the annual training programs conducted for FY2026/3, 100% of the targeted employees completed the training. We will continue to implement initiatives aimed at keeping the completion rate.	
	Compliance Program Score and Effectiveness	90% agreement/favorability	In the ethics and compliance culture survey conducted in FY2025/3, 70% of employees rated the compliance programs favorably. Based on the results, we have identified key areas for improvement and targeted actions are already underway to strengthen engagement and awareness of ethics and compliance, including the rollout of a new Code of Ethics, enhanced communication plans, and increased leadership messaging to reinforce expectations and culture.	
Safe and High-quality Products and Services	Supply Chain ● Scope3	3.2 MT	For FY2026/3, Scope 3 emissions amounted to 3.4 million tonnes, achieving an 8% reduction compared with the previous fiscal year. This reduction was primarily attributable to the increased use of certified primary data collected directly from suppliers. We currently utilize primary data for categories representing 75% of our Scope 3 emissions. Though continued collaboration with suppliers, including the sharing of emissions data and decarbonization initiatives, we remain committed to achieving our targets.	
	Supplier collaboration ● Supplier spend signing up to Supply Chain Charter	63%	60% of suppliers by value have agreed to the Supplier Charter. We continue our individual approach with key suppliers and are working towards achieving our targets.	
	● Supplier spend with recognized ESG assessment	74%	Regarding supplier assessment coverage, 73.8% of suppliers by value have undergone EcoVadis sustainability assessments. Progress is steady.	
	● A weighted average score for all assessed suppliers	Over 60	The average EcoVadis assessment score for suppliers was 60, maintaining our target level. At the same time, the number of suppliers with low scores declined, while the number of suppliers assessed by Eco Vadis increased by 30% compared wit the previous year. These developments demonstrate continues progress in improving the overall performance.	
	● Supplier spend with Diverse Suppliers	2%	Regarding the monetary-based ratio of ‘diverse suppliers’, we achieved our target with a ratio of 3.7% in FY2026/3. We established a Diverse Supplier Policy and provide practical support for diverse suppliers through measures such as the introduction of dedicated contractual terms and conditions designed to facilitate doing business with the NSG Group.	
	Major quality spike (Quality incidents that affect external customers and have a financial impact of over 100 million yen)	0	The number of major quality spikes (over 100 million) occurred was zero, achieving the target.	

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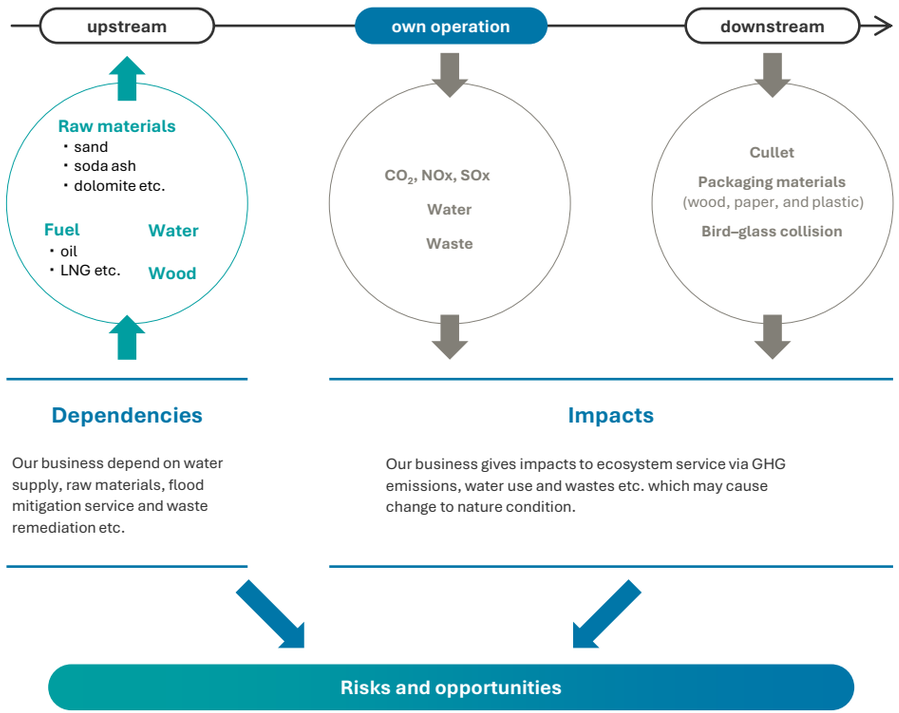
	FY2027/3 targets		FY2027/3 targets	FY2026/3 Achievements	Related SDG s
Environment	Carbon emission	● CO_2 intensity	3% YoY reduction	CO_2 emissions per unit of glass production for FY2026/3 were 0.66 kg. Although this represented a 1.5% reduction compared with FY2025/3 (0.67 kg), the target of a 3% improvement was not achieved. Progress was constrained by challenges associated with the availability and cost of renewable energy. Nevertheless, a number of improvement projects were implemented across the year, and we will continue to prioritize these initiatives as part of our ongoing decarbonization efforts.	
		● Renewable energy electricity ratio	65%	The renewable energy share of electricity for FY2026/3 was 35%. Despite the impact of rising certificate prices and supply constraints, we continued to advance initiatives including the installation of a solar power generation system at our Ottawa site in the United States. Globally, we persist in our efforts to explore economically viable and optimal procurement methods from a range of options. In the short term, we are working towards achieving our targets while aiming to balance financial stability and sustainability and continuously monitoring market conditions.	
		● Absolute Scope1+2	Reduction	The absolute quantities of Scope 1 and Scope 2 emissions in FY2026/3 have been reduced by approximately 18% vs 2018, progressing steadily towards the target of a 30% reduction vs. 2018 by 2030.	
	Waste to landfill		20%reduction (vs FY24)	Landfill waste increased from 22.4 thousand tonnes in FY2025/3 to 25.2 thousand tonnes in FY2026/3, representing a 12.5% increase. The landfill disposal of defective raw materials at major North American plants remains our most significant challenge. To address this issue, we continue to advance initiatives globally, including exploring partnerships with new recycling providers and other opportunities to reduce landfill waste.	
	Cullet ratio		3% point increase vs FY19	The absolute quantities of Scope 1 and Scope 2 emissions in FY2026/3 have been reduced by approximately 18% vs 2018, progressing steadily towards the target of a 30% reduction vs. 2018 by 2030. e vehicles.	
	Water withdraw		50% decrease vs FY19 in water stressed areas	Total water withdrawal in water stressed area for FY2026/3 amounted to 1.46 million cubic meters, representing a 59% reduction compared to FY2019/3. The continued introduction of a water recycling project at the San Salvo plant, located in a water-stressed region, is contributing to this reduction in water withdrawal.	
Social shift and Innovation	% Sales of the strategic products		From 23% to 29%	The proportion of Strategic Products in sales was 22.2% in FY2026/3. Sales growth was impacted by weaker market and demand conditions. In the Architectural Glass business, we are investing in new offline coating facilities in Chiba, Japan and Poland. In the Technical Glass business, we are increasing production capacity for glass pellets used in semiconductor package substrates and other electronic applications. We remain focused on customer acquisition and market expansion to support future growth.	
Human Capital	Employee Engagement	● Percentage of positive responses to the NPS question in the Your Voice survey	80%	In FY2026/3 Your Voice Engagement Survey, the proportion of positive responses to the Net Promoter Score (NPS) questions* declined by 3 % points from the previous survey, reaching 75%. While the result fell short of our target, we remain committed to strengthening employee engagement by sharing the survey findings with all employees and conducting “Let’s talk” sessions to foster dialogue, collaboration, and team commitment.	
	DEI	● Female manager ratio	24% (FY24 result: 16%)	The proportion of female managers within the NSG Group for FY2026/3 reached 18.2%. Progress is steady. We will continue to monitor progress every six months, share best practices, and strive for further improvement.	

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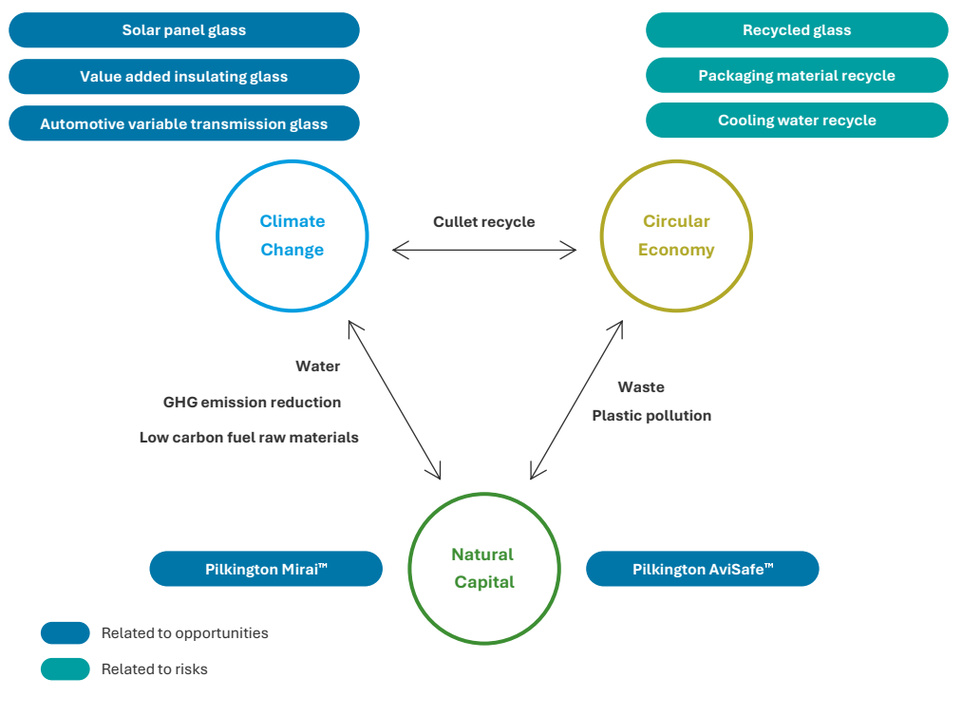
NSG Group's business and Environment

Our Group's business depends on the environment in every aspect, such as raw materials like silica sand and soda ash, fuel in the glass melting process, water usage in manufacturing, and timber in transportation. Furthermore, our business activities impact the environment through GHG emissions from manufacturing processes and waste generation. These relationships brings both risks and opportunities for our business.
Our group will reduce its environmental impact through initiatives addressing climate change, the circular economy, and natural capital, while also contributing to the reduction of environmental burdens through our products.

Relationship between Environment and our business



Road to Nature Positive



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NSG Group's initiatives to decarbonize and reduce environmental impact

As an energy-intensive and carbon-intensive manufacturing company, tackling climate change is essential for the Group. Contributing to a decarbonized society through our products and services will help us fulfil our mission to “changing our surroundings, improving our world”. We are actively working across social issues such as climate change, contributing to a sustainable society and increasing our corporate value. The Group continues to endorse the Task force on Climate related Financial Disclosures (TCFD), with actions including increasing the intensity and expanding the scope (to include all three emission scopes) of SBTi verified decarbonization targets in May 2022 (original verification in 2019). It has also committed to achieving carbon neutrality by 2050. The implementation of the roadmap to achieve this will lead to a reduction in CO_2 emissions and, in turn, to the continued development of sustainable products and the expansion of opportunities related to our business.

*[1]SBTi is a partnership between CDP (former Carbon Disclosure Project), UN Global Compact, WRI (World Resources Institute) and WWF (World Wildlife Fund), which helps companies set the science-based goals for reducing GHG emissions to prevent the impact of climate change.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

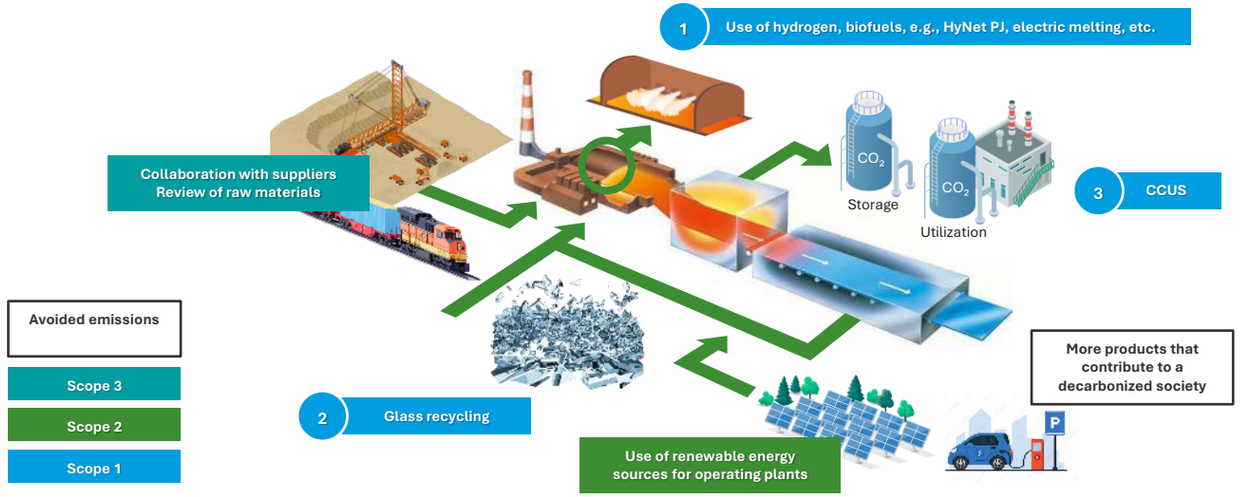
*[2]Scope 1: Direct emissions by business operators (Use of fuel in manufacturing processes, etc.)
*[3]Scope 2 Location: Indirect emissions by consumption of energy sources (Purchased electricity used in manufacturing processes, etc.)
*[4]Scope 3: Value chain emissions including both upstream and downstream of the organization's activities. Because >99.9% of our GHG emissions are CO_2, thereafter we only mention CO_2.



*The total for January to December of 2025

Decarbonization Initiatives

NSG Group aims to reduce CO_2 emissions by 30% by 2030 and achieve carbon neutrality by 2050.



Initiatives to reduce Scope 1 (own emissions)

Our Scope 1 emissions were 2.6 million tonnes of CO_2 (2.7 million tonnes in 2024). These direct emissions occur from a combination of the combustion of fossil fuels within the manufacturing process and the decomposition of carbonate raw materials in the glass melting process.

We continue to implement a range of technical options to reduce Scope 1 emissions, including:

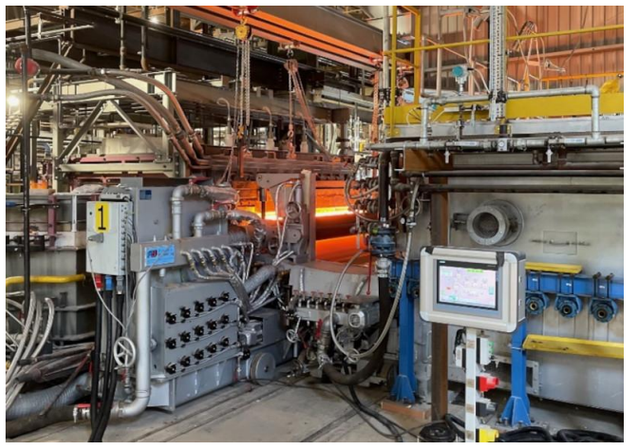
1. **Use of alternative fuels:** we are actively engaged in technological development initiatives, such as the world's first successful production of float glass using hydrogen energy in September 2021, as well as the successful production of glass using 100% biofuels in February 2022.
2. **Electric melting of glass:** efforts are being made to increase the amount of renewable electricity used as a substitute for fossil fuel in the glass production process. Activities include the installation (or provision) at float furnace repairs for increased quantities of electric melting capability.
3. **Substitution of glassmaking raw materials:** during the glass melting process, large amounts of carbon dioxide are emitted due to decomposition of CO_2 containing raw materials in the furnace, accounting for about 20% of our Scope 1 emissions for glass melting. In order to reduce the carbon dioxide emissions from these raw materials, attempts are being made to replace the carbonates in the material with various oxides: first implemented in 2022, glass production using “Dolime” (CaOMgO) was successfully achieved in a float furnace in Chile; Previous research has shown that, in addition to the CO_2 reduction effect derived from the raw materials, there is also an energy reduction effect from using Dolime. The handling of the powder is an issue for the future. R&D activities continue to identify lower carbon alternative raw materials and conducted trials during 2025. We continue to advance these efforts.

*[5] NSG Group Plans Pioneering Hydrogen Plant in UK

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4. **Carbon capture:** the process for capturing CO_2 emissions from glass melting furnaces is not compatible with typical CO_2 capture processes. Studies into the successful implementation of CCS/CCUS continued during 2025 as part of an ongoing R&D project. Various solution providers are being evaluated case by case focused on developing further plant trial opportunities. These projects build on the experience gained from the UK plant trials in 2024 working with C-Capture.
5. **Manufacturing Plant Integration:** Another world first was achieved by NSG Group in 2025. This involved the transfer of the rolled glass manufacturing operations onto the Greengate float glass operations site in St. Helens, UK.*6 This transfer involved the installation of a new rolled glass manufacturing line connected to the float furnace. This connection was installed while the float furnace production was maintained. The integration of rolled and float glass operations from one furnace is expected to reduce Scope 1 and 2 CO_2 emissions by 15,000 tonnes in absolute terms. Such integration of operations is part of the decarbonization activities for the Group, delivering improvements in the environmental sustainability of products.

New Glass Production Line in St Helens, UK



Initiatives to reduce Scope 2 (own emissions)

Our Scope 2 emissions (market-based approach) were 0.53 million tonnes of CO_2 (0.53 million tonnes in 2024). These indirect emissions occur from the use of purchased electricity & heat.

In response to the medium-term plan announced in 2024, the company set a new sustainability target of increasing the ratio of renewable electricity. This target is to achieve 65% renewable electricity ratio by end of FY2027/3 (MTP phase 1) and 85% renewable electricity ratio by end of FY2030/3 (MTP phase 2). Progress towards this goal was restricted during 2025 due to issues of availability and affordability of viable renewable electricity solutions in several countries where NSG operates. Consequently, the proportion of renewable electricity in 2025 was 35%, almost the same level as that achieved in 2024 (36%). The target remains in place, with the Group continuing to balance financial stability and sustainability.

The Group continues to invest in on-site power generation including installing on-site solar power at the Lathom Research Institute in the UK and the Rossford plant in Ohio, USA. Many other solar projects are underway across the Group. The largest individual on-site PV facility at the Ottawa float glass facility was recently commissioned*7. We are also actively introducing power source certification and Power Purchase Agreements (PPA agreements) on a global basis. In March 2024, our Maizuru Plant became the first of our group's domestic plants to sign a PPA contract for renewable electricity generated by solar panels installed on the plant grounds. Commissioning work was completed in 2024 with power continuing to be supplied to the site during 2025.*8. Against a backdrop of global CO_2 reduction efforts, there is an increasing demand for green power in the market, and with the risk of rising electricity prices, we are continuing our efforts to find the most economically rational procurement method from among various options on a global level, aiming for stable procurement of renewable energy in the medium to long term.

New Solar Array in Ottawa



Maizuru Plant, Japan



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*6: NSG Group Opens New Glass Production Line in St Helens, UK

*7: New Solar Array in Ottawa

*8: NSG Group Sign a PPA for Solar Power in Maizuru Plant, Japan

Initiatives to reduce Scope 3

Scope 3 emissions were verified at 3.4 million tonnes of CO_2 in 2025 (3.6 million tonnes in 2024).

In 2024 the decision was taken to recalculate the Scope 3 emissions across NSG Group from 2018 through to 2023. This decision was taken following feedback from various external sources and internal reviews following the establishment of a more robust calculation procedure for Scope 3 emission. The new methodology was endorsed by SBTi. This recalculation has resulted in an increase in the Scope 3 emissions for each year from 2018 to 2023.In 2025, we continued to utilize the same calculation methodology as historical reporting.

Scope 3 emissions can be seen in the table below. This demonstrates a YoY improvement in Scope 3 emissions since 2018, with 2025 performance being at 12% reduction in absolute terms compared to 2018.

Scope 3 activities continue to be managed as part of our sustainable supply chain committee which includes all aspects of ESG. In FY2026/3 specific focus was given to highest impact suppliers to develop a deeper understanding of decarbonization measures. Feedback from these workshops has supported the continuous development of the company wide Scope 3 roadmap. Improvements have been made particularly with data collection for Scope 3 accounting, with continued increase in the proportion of primary data (emission factors) being utilized in calculation methodology. The activities in place across NSG are shared across all operations, leading to best practice identification with sites encouraged to focus on continuous improvement in Scope 3 reduction. These measures are reported by each site as part of the regional carbon management committee meetings.

Supply chain interaction management has been recognized once again by the CDP disclosure, with NSG Group maintaining the highest leadership level for supplier engagement assessment “A” list.

Supplier Engagement Leader
CDP
2025

Breakdown of CO_2 emissions (Scope 3)

*In accordance with the GHG Protocol guidelines, historical emissions have been restated to exclude emissions associated with divested sites.

	category	CY2018	CY2019	CY2020	CY2021	CY2022	CY2023	CY2024	CY2025
1	Purchased Goods & Services	2,218	1,872	2,059	2,192	2,223	1,480	1,709	1,674
2	Capital goods	42	100	66	75	75	59	72	43
3	Fuel & Energy related materials	526	515	454	557	511	475	545	504
4	Upstream transportation & Distribution	59	57	54	59	58	53	58	39
5	Waste generated in Operations	11	10	17	16	16	1	2	2
6	Business Travel	9	8	1	0	3	4	3	3
7	Employee Commuting	13	10	2	2	2	11	15	15
8	Upstream leased assets	0	0	0	0	0	0	0	0
9	Downstream transportation & distribution	158	145	224	168	175	260	241	202
10	Processing of sold products	600	600	600	600	600	553	714	643
11	Use of sold products	0	0	0	0	0	0	0	0
12	End of life treatment of sold producers	10	10	10	11	11	11	6	5
13	Downstream leased assets	0	0	0	0	0	0	0	0
14	Franchises	0	0	0	0	0	0	0	0
15	Investments	200	200	200	200	170	243	261	266
	Other	0	0	0	0	0	0	0	0
	Total all 15 categories（Kt）	3,846	3,528	3,687	3,880	3,843	3,152	3,625	3,397

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Information disclosure in line with TCFD

Governance

Climate related risks and opportunities are overseen by the Board of Directors and the Group CEO. They set the basic policies and targets for the Group's sustainability activities, including climate change. Climate change-related issues are discussed by the Executive Committee, the Sustainability Committee and the Strategic Risk Committee with the aim of achieving all sustainability targets and linking them to all relevant business. This includes strategies and actions based on risk and opportunity analysis to achieve both corporate growth and a positive social contribution.* Activities and progress in each area, such as the status of energy and CO_2 emissions reductions in each business unit, are managed by a sub-committee of the Sustainability Committee. In FY2026/3, discussions focused on continuing progress and prioritizing activities in the Decarbonization Action Plan, which is necessary to achieve the new targets approved by the SBTi in May 2022. In addition, we will support the realization of the four "D"s, including decarbonization, by aligning the medium-term plan with the sustainability strategy, and we will identify product groups that contribute to positive impact on society, and set out the desired state for each materiality in the medium-term plan for 2030, and management plan, we have set out the targets we should be aiming for in 2030 for each materiality, and by back casting from there, we have formulated KPIs for each of the fiscal years from 2025 to 2027 within MTP phase 1 and 2028 to 2030 within MTP phase 2.

*Prior to the Board restructuring effective 30 September 2026, the Board included members with relevant ESG expertise who provided input and guidance on sustainability-related matters

NSG Group's governance structure for sustainability

Name of the meeting body	role	Corresponding materiality
Board of Directors	Basic policies/Goal setting	
Management Committee	Strategy/MTP & targets	
Sustainability Committee	Progress management on targets and key issues	← Reporting Progress
Energy & Carbon management Committee		Environment
Sustainable Supply Chain Committee		Safe & High-quality Products and Services
Talent Organization Committee		Human Capital
Ethics & Compliance Committee		Ethics & Compliance
Health & Safety Committee		Health & Safety
Business Development Committee		Social shift & Innovation
Strategic Risk Committee	Corporate Risk Management	

Reporting Risks →

Strategy

Risks, opportunities and responses related to climate change in the short, medium and long term.

The Group has carried out an analysis of the risks and opportunities associated with climate change in the short (1-2 years), medium (2-4 years) and long term (>5 years, usually up to 15 years) according to the following three main scenarios to identify physical and transition risks in the timescale to 2100.

Low-carbon world scenario (<2°C)	A scenario in which aggressive mitigation measures are taken to curb carbon emissions over the next 30 years, with the aim of transitioning to a low-carbon economy.
RCP 4.5 Medium stabilization scenario (2-3°C temperature rise)	Interim scenario, assuming that current policies, pledges and targets are achieved.
RCP 8.5 High reference scenario (>4°C)	A scenario in which global temperatures continue to rise substantially, with catastrophic consequences, as a result of continued emissions growth with little or no measures to avoid physical risks.

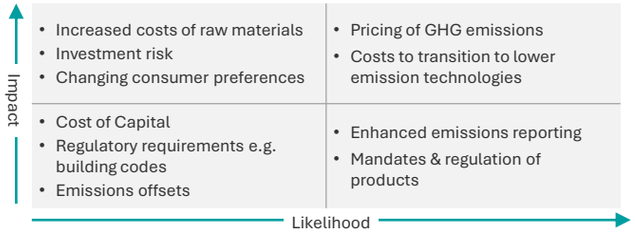
Risks and opportunities identified include the impact of

Current regulation	opportunities to supply high-performance products in relation to the European Energy Directive
New regulations	Risks of increased production costs through new emissions trading schemes (ETS), new European Emissions Trading Scheme (ETS) leading to opportunities for sharing high-performance energy-saving building products.
Technical Development	EV market and the growth of the energy-efficient buildings market.
Legal compliance	Risks and costs of meeting future compliance, opportunities for more stringent product demand, NSG's competitive product development, etc.
Market aspects	e.g. customer specifications for building / vehicle efficiency with associated opportunities for product development
Reputation	customer specifications for building / vehicle efficiency with associated opportunities for product development
Acute Physical risk	e.g. flood, typhoon risk impact to operations & value chain (supply continuity) opportunity for specific product development e.g. storm glazing.
Chronic Physical risk	e.g. sea level rise primarily risk impact to current and future operations and value chain.

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The identified risks and opportunities have been quantified, categorized and prioritized accordingly in accordance with the Group's standard risk management framework. This includes impacts on policy and legal aspects, technical aspects, market aspects and reputational aspects. Last year, the analysis was further reviewed from the perspective of additional legislation, such as the European CSRD, and stakeholders, such as biodiversity, circularity and community impacts. Based on this new analysis, the NSG Group's next new medium-term plan will be developed.

Risk :
Scope of assessment of annual impact and transition risk potential
residuals in the long-term perspective (2035) under the 2050 net-zero scenario



Examples of identified risks with high impact and urgency

Impact of Climate Change on NSG Group		Financial Impact	Urgency
Transition Risk (Low Carbon World Scenario)	Pricing of GHG emissions	Very high (>JPY 40 oku/yr)	Very likely to occur, high urgency for mitigation
	Costs to transition to lower emissions technology	Very high (>JPY 40 oku/yr)	
	Increased cost of raw Materials	Very high (>JPY 40 oku/yr)	Likely to occur, medium urgency for mitigation
	Investment risk – unlisted from TSE prime Market*	Very high (>JPY 40 oku/yr)	
Physical Risk (RCP 8.5, 4°C Scenario)	Drought Stress	Medium (JPY 10 - 20 oku/yr)	Likely to occur, medium urgency for mitigation
	Chronic Heat	Low (JPY1.2 – 10 oku/yr)	

*Period covered by the risk assessment: April 1, 2025 to March 31, 2026

The risks and opportunities identified will be further reinforced and included in the Group's mid-term plan, “2030 Vision: Shift the Phase”, resulting in, for example, the Sustainable Supply Chain project, investment in research and technology development to reduce greenhouse gas emissions, and the development of new products that support the decarbonization of society. In 2023 this activity resulted in the publication of the NSG Group Sustainable Supply Chain Charter. These activities are in line with the Group's mission to “Changing our surroundings, improving our world”.
Based on the multiple global warming scenarios described above, a quantitative and qualitative analysis of resilience to climate change and prioritization of actions to be implemented in the future was also carried out. As a result, the Group's decarbonization targets over the medium to long term were developed based on the analysis that the risk with the highest impact and potential for the Group is an increase in the costs associated with the price of GHG emissions. The reduction targets developed by the Group were certified by the SBTi in 2019 and were updated in 2022 to more ambitious targets in line with a warming scenario well below the Paris Agreement's 2°C. Compliance with this target will improve the Group's resilience to both physical and transition risks related to climate change. The review continued in 2024.

Risk management

Climate-related risks are identified and monitored by the Strategic Risk Committee and assessed against quantitative criteria for four vectors: financial impact, business impact, compliance impact and external assessment impact. The Strategic Risk Committee assesses the controls and mitigations in place to address the risks and directs the implementation of additional measures where necessary. The risk owner is responsible for monitoring and reporting on progress against defined action plans to manage risks within the Group's tolerances. Individual controls, measures are progress managed within each business unit (SBU) and Group function and reported to the Executive Committee and Sustainability Committee. Specific risks and opportunities are reported regularly to the Strategic Risk Committee (at least once every six months) and to the Executive Committee to ensure integration of risk management and business strategy.

Metrics and targets

The Group monitors all greenhouse gas (GHG) emissions affecting the entire Group (Scope 1 and 2), supply chain (Scope 3) and customers (Scope 3).The Group's SBTi's CO_2 emissions for the reference year (total for the year from January to December) are as follows:

Scope1	Scope2		Scope3
	location-based	market-based	
2,960 thousand tonnes	1,001 thousand tonnes	841 thousand tonnes	3,846 thousand tonnes

The CO_2 emissions for the three scopes for the latest year (total for the year January-December 2025) were as follows.

Scope1	Scope2		Scope3
	location-based	market-based	
2,573 thousand tonnes	638 thousand tonnes	533 thousand tonnes	3,397 thousand tonnes

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In addition, the trend in CO_2 emissions from 2018 to 2025 is as follows:

(thousand tonnes)	Scope1	Scope2		Scope3
		location-based	market-based	
2018	2,960	1,001	841	3,846
2019	2,819	834	740	3,528
2020	2,681	681	484	3,687
2021	2,889	704	578	3,880
2022	2,785	694	518	3,843
2023	2,794	706	492	3,152
2024	2,696	693	527	3,625
2025	2,573	638	533	3,397

*CO_2 emissions are the total for the year from January to December of each year.
*In accordance with the GHG Protocol guidelines, historical emissions have been restated to exclude emissions associated with divested sites.
*In 2024, NSG Group reviewed the calculation methodology for Scope 3 GHG emissions to ensure greater accuracy and coverage and align with best practice. The methodology continued to follow the guidelines of the SBTi and GHG protocol. The first year this methodology was applied was for the 2023 (FY2024/3) Scope 3 emissions. During 2025 (FY2026/3) we continued to utilize this methodology.

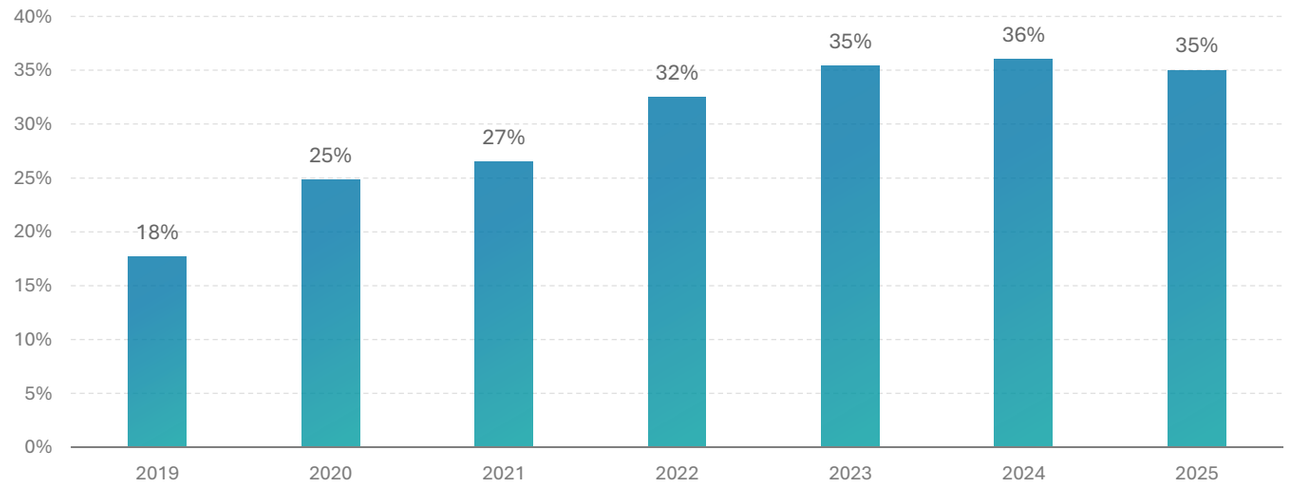
As part of the MTP plan announced in May 2024, the target to reduce greenhouse gas emissions per unit of production in the glass manufacturing process continues with the target to deliver a minimum of 3% YoY improvement. In FY2026/3 the KPI achieved was 0.66 (vs 0.67 in FY2025/3), falling short of the 3% improvement target. While demonstrating some level of YoY improvement (at 1.5%), this target was challenging to achieve due to aspects aligned with availability and affordability of renewable energy solutions. A number of improvement projects were implemented in the year to support this target and will continue to be a focus in 2026.

The Group obtained SBTi certification in 2019 for its target to reduce Scope 1 and Scope 2 CO_2 emissions by 21% by 2030, but in 2021 the Group revised this target, raising it to a more ambitious target and setting a Scope 3 target. This revised target is to reduce Scope 1 and Scope 2 and Scope 3 CO_2 emissions by 30% by 2030 compared to 2018. A 1.5°C scenario is the preferred target setting, but this requires a significant reduction (halving) of our Scope 1 emissions, which account for nearly half of our CO_2 emissions. As our Scope 1 emissions are generated by the combustion of fossil fuels in the glass melting process, we need to switch to fuels from renewable energy sources in order to reduce our Scope 1 emissions. The technology development required for fuel conversion is progressing and does not require significant capital investment, but we do not expect to be able to supply the amount of green fuels we need until 2030 or later. The target is therefore set for a scenario well below 2°C, rather than the 1.5°C scenario. This target was approved by the SBTi in May 2022.

As for reducing Scope 2 emission, a target of 65% renewable electricity proportion by end of FY2027/3 has been set according to the Group new MTP. The proportion of renewable electricity in CY2025 was 35% (CY2024 was 36%). We are working to achieve our goals while continuously monitoring market conditions.

In FY2025/3, the NSG Group entered into additional Sustainability Linked Loan Agreements, maintaining a link to three Climate Change Impact Indicators (KPIs). The KPIs were selected as indicators that are key to the NSG strategy to support decarbonization, including the reduction of CO_2 emissions (Scope 1 and Scope 2) mentioned above. An additional KPI was introduced specific to the level of Scope 3 CO_2 emissions (Scope 3 category #1 – purchased goods and services). The inclusion of this KPI is recognition of the importance the Group places on achieving the Scope 3 reduction targets approved by the SBTi. Furthermore, our group has been participating in the GX League established by Japan's Ministry of Economy, Trade and Industry since 2024. Regarding the mandatory emissions trading scheme commencing in 2026 (GX-ETS), we are currently participating in discussions concerning the scheme's design through industry associations.

NSG Group - Renewable Electricity



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Carbon Neutrality

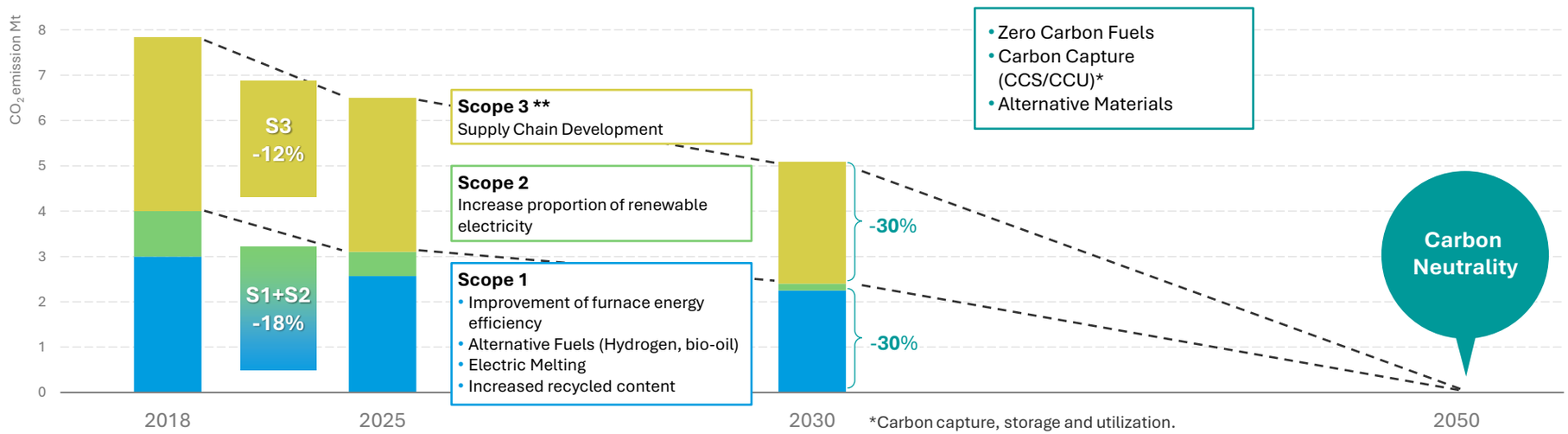
We are also committed to achieving carbon neutrality by 2050. This is in line with the Group's mission "Changing our surroundings, improving our world", as well as meeting the demands of our customers and investors and the expectations of our employees.

Historically activities to reduce emissions from float operations focused on conversion of the fuels used from heavy oil to natural gas. This delivered around 50% reduction in CO_2 emissions over the past 40 years. In combination with significant design changes and various operational innovations, we continue to make further progress. This operational efficiency impact remains one of the key aspects of the NSG Group decarbonization roadmap.

The roadmap set out below is embedded as an action plan at company-wide level and at local level, e.g. at production sites. The implementation of this roadmap will lead to a reduction in CO_2 emissions and, in turn, to the continuous development of Sustainability and products and the expansion of opportunities related to our business.

Roadmap to Carbon Neutrality for 2050

	2025-MTP-2027	2030	2050
Targets	Achieve 3% reduction of CO_2 p. a. during MTP	2030 targets (vs 2018) • Scope 1&2 : - 30% • Scope 3 : - 30%	Achieve carbon neutrality
Key Initiatives	Existing technology improvement	Transition stage	Disruptive innovation



*Carbon capture, storage and utilization.

** Scope 3 baseline has been updated with the review of data collecting method.

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makechange™

The NSG Group has identified Environment as one of the key material aspects, which is an important issue for both medium and long-term sustainable corporate growth, as well as contributing to the realization of a sustainable society. Through the timely provision of our unique and valuable products and services, we aim to contribute to solving important social issues such as climate change and biodiversity.



Business Development and Strategic Products

The NSG Group has identified Environment as one of the key material aspects, which is an important issue for both medium and long-term sustainable corporate growth, as well as contributing to the realization of a sustainable society.
Through the timely provision of our unique and valuable products and services, we aim to contribute to solving important social issues such as climate change and biodiversity.
Our group has set increasing the sales ratio of strategic products as a target under one of our materiality, Social Shift and Innovation, and is continuously striving to achieve this goal.
Below, we introduce initiatives for the sustainability and products across each SBUs.
For details on strategic products, please also refer to the NSG Group's Business and Strength section.

Architectural Glass

Within the Architectural Glass business, product development is advancing to promote the energy efficiency of buildings and the utilization of renewable energy, aiming towards the realization of a decarbonized society. In FY2026/3, we expanded production capacity for coating equipment used in energy-efficient glass, an environmentally friendly product.

- Thin-film solar panel glass and coating glass are strategic products that contribute to a decarbonized society and enhance the energy efficiency of buildings.
- Multi-pane glazing and vacuum insulated glass (Spacia™), utilizing online and offline coating technologies, enhance the thermal insulation and heat-blocking performance of buildings, contributing to improved energy efficiency in urban areas. We will continue to differentiate our products and strengthen our supply system through the introduction of new equipment and technological development.

Automotive Glass

In the Automotive sector, the advancement of electric vehicles and autonomous driving is driving demand for enhanced functionality in automotive glass.

- The world's highest quality ultraviolet and infrared-blocking glass for front doors has been favored by users for many years as a product that combines comfort with energy-saving performance. Furthermore, Advanced Driver Assistance System-compatible windshields have become indispensable components for next-generation vehicles to improve safety.
- Furthermore, the development and supply of high-performance product lines has commenced, combining comfort and safety with advanced features such as roof glass with dimming functionality and Augmented Reality Head-Up Display (AR-HUD) -compatible windshields front glass with heating functionality.

Technical Glass (Creative Technology)

The Creative Technology business develops unique materials that contribute to the evolution of customers' products, enhancing energy efficiency and sustainability across numerous market segments.

- For future environmental challenges, high-strength, high-heat resistance and high-modulus glass fibers contribute by enabling the lightweighting of various components. In the optical area, where the Group have cultivated expertise over many years, we offer products including printer lenses, glass lenses for AOI that contributes to reducing defects in optical communications and products, and high-strength, ultra-thin glass for displays. In the digital area, which responding to advances in high-speed communications, we provide glass flakes with low dielectric properties and coating liquid for various optical communication devices.
- We will accelerate business development by expanding global marketing capabilities and strengthening collaboration with the R&D department.

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Contribution to CO_2 emission reduction in society through the use of our products (avoided emission)

Our value-added glass products, manufactured using our advanced thin film formation technology, contribute to reducing CO_2 emissions in society through the creation of renewable energy and the reduction of heating and cooling in buildings.

Contribution through the creation of renewable energy

The transparent conductive film (TCO) coated glass we provide is a key component in thin-film solar cells. According to First Solar's 2026 Q2 Earnings Call, from 2002 through 2026 Q2, First Solar has sold more than 100 GW of PV solar modules, and our group has made a significant contribution to the creation of this renewable energy. Through the characteristics of our glass products, such as high light transmittance and excellent energy conversion efficiency, we are contributing to the realization of a low-carbon society through the renewable energy generated by First Solar's solar panels.

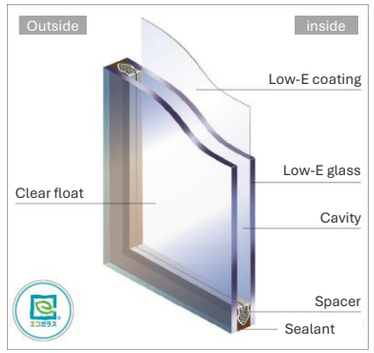
Furthermore, our glass flake products play a vital role as coating materials for offshore wind power generation facilities. They deliver outstanding corrosion resistance in harsh marine environments, suppressing equipment degradation and thereby reducing maintenance frequency. The heavy-duty anti-corrosion properties of glass flake-containing coatings are employed in areas where repair painting is difficult and durability is essential, with offshore wind power generation facilities being one of their primary applications. This enhances service life, enabling stable power generation over the long term.

Offshore wind power generation facilities utilizing our coating products indirectly support the stable supply of renewable energy by enhancing service life and operational efficiency. This facilitates the replacement of fossil fuel-derived power generation through increased cumulative electricity generation from wind power, thereby contributing to CO_2 emission reductions.

Through the provision of such products, we shall continue to contribute to the expansion of renewable energy and the realization of a low-carbon society.

Reduction of CO_2 emission from heating and cooling of buildings through the use of high-performance Low-E Insulating Glass Unit (IGU)

Our Low-E Insulating Glass Unit (IGU) has high thermal insulation performance, which helps reduce CO_2 emissions caused by heating and cooling in buildings. When calculating the effects for certain buildings* in Japan where activity levels could be measured, the total CO_2 reduction achieved over the building's lifespan from April 2024 to March 2025 through the use of our Low-E Insulating Glass Unit (IGU) approximately 150,000 tonnes. The CO_2 emissions during the manufacturing process of a typical window glass over one year were approximately 84,000 tonnes. This demonstrates that our Low-E Insulating Glass Unit (IGU) achieves CO_2 reduction effects that sufficiently exceed emissions during manufacturing.



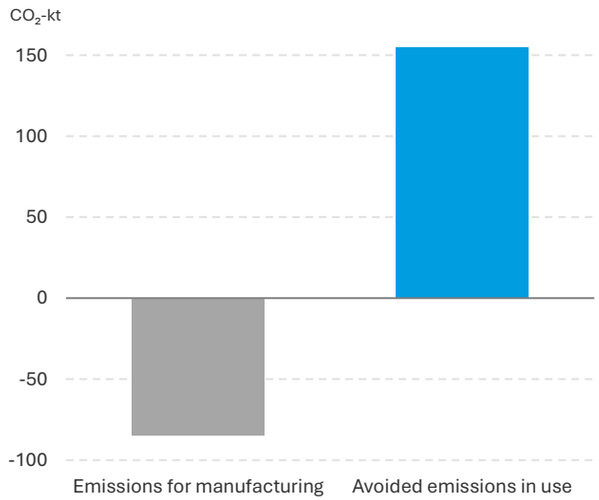
*Consideration conditions

For residential buildings (detached houses, apartment buildings) and non-residential buildings (offices), calculations were made using the Eco Glass Simulation provided by the Flat Glass Manufacturers Association of Japan (Eco Glass Operational Carbon Simulation, only in Japanese). The regional classification was set to region 6 (Tokyo 23 wards, Osaka City, etc.), and new construction (Grade 4) was selected. Emissions during manufacturing are calculated by referencing "Calculation of Embodied Carbon for Each Type of Glass in Buildings" (General Incorporated Association of Flat Glass Manufacturers, September 2025, presented at the Architectural Institute of Japan).

	Detached houses	Apartment buildings	Non-residential buildings
Target product	Low-E triple glazing (LE3-A12-FL3)	Low-E double glazing (LE6-A12-FL6)	Low-E double glazing (LE10-A12-FL10)
Comparative product	Clear double glazing (FL3-A12-FL3)	Clear double glazing (FL3-A12-FL3)	Clear single pane glass (FL)
Glass usage period	20 years	20 years	30 years

Note: This calculation focuses specifically on the contribution made by the glass. The window frames use the same material (aluminium) for both the target product and the comparison product.

Comparison of CO_2 emissions for manufacturing and CO_2 reductions by using Low-E window glass etc. sold by our company in Japan from April 2024 to March 2025



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Architectural and Solar glass business

Our high-performance glass solutions are integral to addressing environmental and societal challenges, supporting more energy-efficient buildings and lower CO_2 emissions, while also representing a key strategic growth opportunity.
Here are some examples of our environmentally friendly products that we offer.

NSG Group online coating capacity

The Group successfully completed the conversion of a line at Rossford, Ohio, USA from architectural and automotive float glass production to a solar TCO line in early 2025. The project expands the Group's online coating capacity to meet the growing global demand from First Solar for NSG Transparent Conductive Oxide (TCO) glass and reinforces the Group's commitment to the renewable energy market.
The Rossford project also included the installation of a Pollution Control Plant (PCP) to reduce the amount of greenhouse gas emissions, another key target for the Group.

New solar array in USA

The Group also commissioned its newest 2.0 MWp photovoltaic solar array at its Ottawa facility, Illinois USA, this year which will supply about 3.9 GWh's of renewable electricity annually.
The new array, owned and operated by SolAmerica Energy, based out of Atlanta, GA, will provide energy to the facility for the next 15 years under a power purchase agreement.
The build is powered by over 5,000 advanced thin film Series 7 solar modules manufactured by First Solar using NSG Group's solar energy glass products.
NSG Group has several solar energy projects around the world. In North America, in addition to this newest solar array in Ottawa, there is a 0.25 MW solar array in Northwood, Ohio commissioned in February 2011 and a 1.4 MW solar array in Rossford, Ohio commissioned in April 2022. A second solar array is under consideration in Rossford.



Ottawa Solar Array

Pilkington Mirai Øne™ – One Step Closer to Sustainability

The drive to cut embodied carbon is accelerating across the construction industry and building materials like glass are central to that transformation. Building on the foundation of Pilkington **Mirai**™, launched in 2023 as the architectural glass markets' lowest embodied carbon float glass, offering a 52% reduction in embodied carbon, we have expanded the family with the introduction of Pilkington **Mirai Øne**™. Offering over 35% less embodied carbon it provides a more widely accessible solution, balancing meaningful emission reductions with greater flexibility in specification and procurement. Achieved by increasing the use of recycled content—thereby reducing reliance on virgin raw materials—alongside other decarbonization measures outlined in our roadmap Pilkington **Mirai Øne**™ offers a practical option for partners and helps design teams cut the environmental impact of buildings throughout their lifetime.

renew:glass – Giving Glass New Life

Following its launch in 2024 renew:glass continues to evolve as a long-term, strategic initiative aimed at accelerating glass recycling and embedding circularity across the architectural glass value chain. Launched under our make***change***™ sustainability platform the program plays a central role in helping to support our ambition to increase the use of cullet, which is one of the most effective levers available to help reduce manufacturing emissions. Recycling one tonne of end-of-life float glass can save up to 700kg of CO_2, while also reducing the need for virgin raw materials.
With tangible results being delivered through strengthened partnerships, increased customer engagement and project implementation, renew:glass continues to focus on raising awareness, championing partner activities as well as education and best practice adoption.
Importantly, the initiative has now moved beyond awareness-raising to the successful implementation of practical projects with examples of end-of-life glass being successfully recovered and reintroduced into production across Europe.
In the United Kingdom, Pilkington UK successfully recycled glass via the renew:glass scheme as part of the St Helens town center regeneration project, delivered by St Helens Borough Council with VINCI Building as the main contractor. During demolition works, glass from the Hardshaw Centre and town center bus station was carefully recovered, processed into cullet and remelted at Pilkington UK facilities. In total, more than 7 tonnes of glass were recovered, avoiding landfill and delivering measurable carbon and raw material savings, while demonstrating how circular construction principles can be applied in urban redevelopment.



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In Italy, renew:glass has been successfully implemented through collaboration across the value chain, highlighting the important role of downstream partners in enabling circularity. Post-consumer glass was collected through the selective demolition of existing windows and recovered in a clean, segregated stream for reuse in glass production. This approach demonstrates how fabricators and installers can actively contribute to closing the loop, transforming end-of-life glass into a valuable secondary raw material for high-quality glass manufacturing.



The success of renew:glass continues to be underpinned by strong cross-functional collaboration across R&D, manufacturing, procurement and commercial teams. Looking ahead, renew:glass is expected to play an increasingly important role in securing sustainable raw materials, reducing exposure to primary resource volatility and supporting our broader decarbonization roadmap. Furthermore, by increasing the availability and use of recycled content, renew:glass directly contributes to the development of next-generation low-carbon products, including Pilkington **Mirai**™ and Pilkington **Mirai Øne**™, where reduced embodied carbon is a key value driver.

Automotive glass business

Sustainability is now at the forefront of the automotive industry agenda, OEMs are now implementing sustainability targets for Automotive components including glazings as part of their sourcing decisions for new business. Glazing accounts for a non negligeable amount of 5-6% of a vehicle carbon footprint from cradle to gate. These targets, although customer dependent will revolve around the main themes of target date to achieve carbon neutrality, intermediate targets for product carbon footprint, use of renewable energy, and recycled content. NSG's Decarbonization Roadmap and activities are very much aligned with our customer's expectations in terms of areas we are investigating, although some OEMs are setting more challenging targets than the NSG Group roadmap. It is therefore critical that we communicate, collaborate with the OEMs for them to understand the challenges faced by the glass industry as a highly energy intensive industry, whilst promoting the vast array of work that we are undertaking and finding areas of collaboration which are financially viable to meet their targets.

100% Post-Consumer Recycled Content (by Mass Balance)

In a trail blazing piece of work, with partnership from a key Automotive Customer and cross functional cooperation between the Automotive, Architectural, R&D, Procurement and Central Sustainability teams we are working towards the launch of a product offering 100% Recycled Content via Mass Balance. This is a key enabler towards the goals of the circular economy, as it will enable glass previously used in vehicles on the road to be recycled into new automotive glass for new vehicles. Due to the continuous flow nature of the float process, it was appropriate for us to choose the Mass Balance methodology. This is where the mass of product sold to customer is equal to the mass of recycled content which is supplied into the process. For example: if 1,000 tonnes of door glass are sold, 1,000 tonnes of Post Consumer Cullet will be added to the process over the same time period. There is a dual benefit to this project as it meets both circularity goals recycling glass as an infinitely recyclable material, and also Decarbonization goals as higher percentages of cullet as an input to the float process decrease the amount of fuel required and therefore CO_2 emitted.

Automotive Customer Requests for Product Carbon Footprint at Quotation

An increasing amount of NSG's Automotive customers now also ask for a Product Carbon Footprint alongside a price at the quotation phase. This reinforces the importance of the Decarbonization message as a must have for our customer base. Our Global Sustainability Team have created circa 50 RFQ PCFs (Request for Quotation, Product Carbon Footprints) within the last 12 months with an 80/20 split between Europe and South America.
Our team use in-house developed tools which follow the methodology of ISO 14067. We see this as a key crossover area between Digitalization and Decarbonization, and as the demand for this data grows, we plan to grow our capabilities in line.

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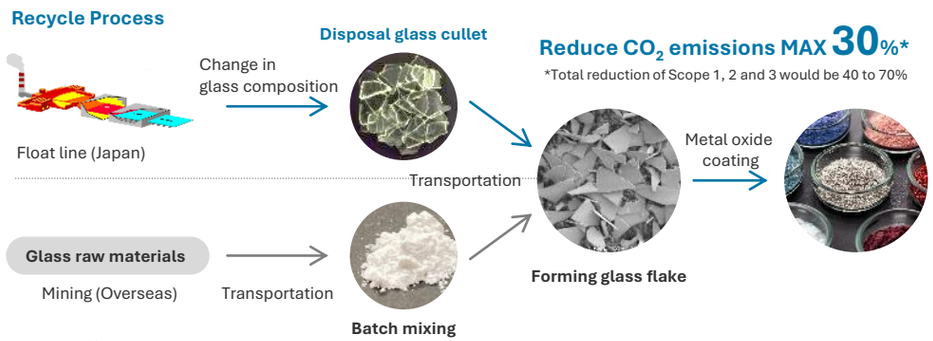
Technical Glass business (Creative Technology)

Glass is an eco-friendly material that is light, strong, fire resistant, electrically insulative and chemically resistant. Raw materials used include silica sand and soda ash, and the product can be recycled after use. It is possible to enhance performance properties such as strength and heat resistance by formulating the raw material composition. By fully leveraging the properties of glass, Technical Glass business is improving products and production processes. By solving customers' challenges, we contribute to the realization of a sustainable society. Below are examples of fields where our technology is being utilized.

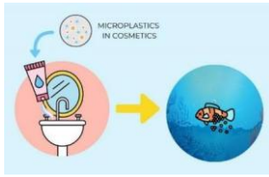
-Upcycling of Waste Materials

In response to encouraging resource circulation and reducing environmental impact, we are actively engaged in upcycling—breathing new life into discarded materials. This approach is an essential solution to resource depletion and waste problems, and is vital for realizing a sustainable society. This initiative contributes to the realization of a circular economy by reducing the use of natural resources and promoting the effective utilization of waste materials. For example, we have developed a recycled glitter material called "METASHINE ECO®" for industrial applications by utilizing glass cullet—scrap glass generated during the grade change process of float glass production. This initiative not only reduces waste glass but also cuts down on energy consumption and CO_2 emissions associated with conventional manufacturing processes such as mining, marine transportation, mixing, and melting. We aim to contribute to a sustainable society by adding new value to waste materials through our unique technologies.

Benefits of Using Glass Cullet



Material Development for Environmental Contribution





In recent years, marine pollution caused by microplastics has become a growing concern, and there is increasing demand for alternatives also in cosmetics industry.
Leveraging our long-standing expertise in glass manufacturing and processing, we offer the "MAR'VINA®" series of powders (including SILKYFLAKE® and GLACIA DROPS®) as sustainable alternatives for base makeup applications. These are made from carefully selected, naturally derived and safe raw materials. Although they are inorganic, they have a soft texture that is gentle on the skin and safe for the environment. By providing these materials, we contribute to preserving the marine environment and achieving a sustainable society."

Toward a Carbon-Neutral Society

Reducing CO_2 emissions is an urgent global challenge in the fight against climate change. Our chemically strengthened glass "glanova®" contains more than 30% recycled raw materials and obtained for SCS Global Services Recycled Content Certification in October 2023. Despite being only 1.1mm thick or less, it offers exceptional strength and is used in lightweight automotive windshields and other applications. By reducing CO_2 emissions during manufacturing through the use of recycled materials and improving energy efficiency during product use through weight reduction, we aim to contribute to the realization of a decarbonized society and a sustainable future.





Achieving Energy Efficiency

In response to global warming countermeasures and rising electricity costs, energy-saving measures are increasingly in importance. To address this challenge, our company leverages proprietary optical technologies to help reduce power consumption across wide range of applications. Our "SELFOC®" series of gradient-index lenses enables simple and compact optical designs. In LED printers, our SLA*1 is used in the LPH*2 eliminating the need for complex optical systems and mechanical components, thereby contributing to energy savings.
In addition, server cooling within data centers requires a significant amount of electricity. We have developed ultrafine SELFOC® MICRO LENS "HOSOMICHI™" (with the same diameter as optical fibers) that can be used with refrigerants for liquid immersion cooling technology*3, which is an efficient cooling method, and are working with our customers to establish this technology.

*1 SLA: SELFOC® LENS ARRAY *2 LPH: LED Print-head
*3 Liquid immersion cooling technology: A cooling technology that immerses entire server equipment in a specially designed insulating liquid

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Energy



Energy Usage

We work continuously to minimize energy input into all our processes, so that the usage of glass contributes net benefit to sustainability.

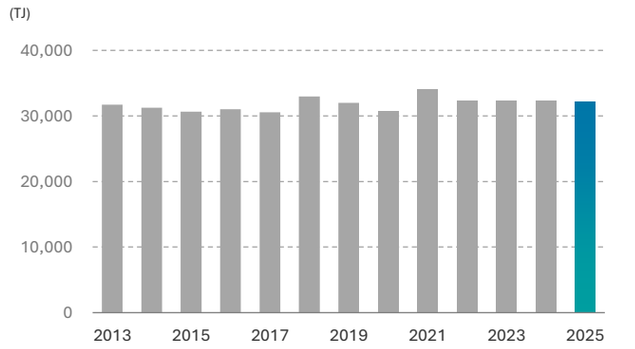
Please refer to the "NSG Group Energy Policy".

Our energy usage and carbon emission

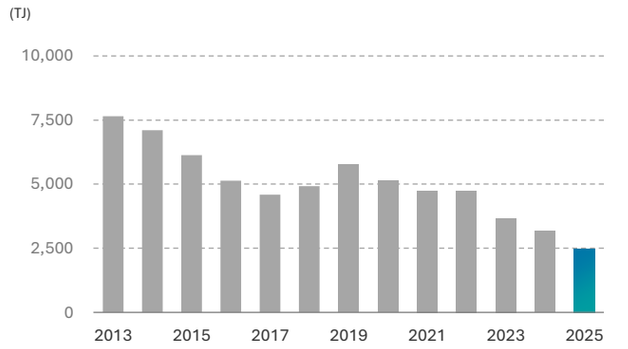
For both environmental and financial reasons, we continue to use natural gas as the fuel of choice for glass melting. Float furnaces continue to be converted from heavy fuel oil to gas. Automotive furnaces are in trend from gas to electrical heating to follow renewable electricity share increase.
Small quantities of diesel and LPG are used for space heating and back up generators. See the graphs for consumption and carbon emission in details.

Please refer to the data.

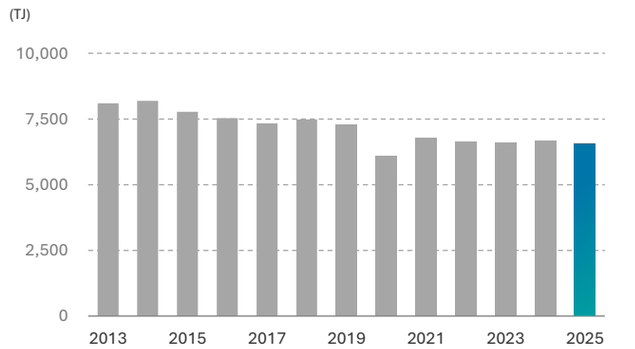
Natural Gas



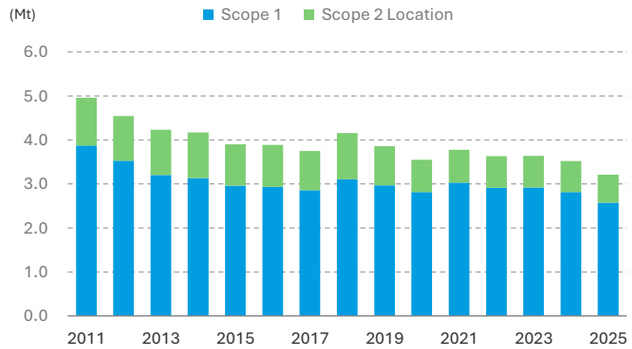
Heavy Fuel Oil



Electricity



Carbon Emission



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Initiatives to reduce energy usage & carbon (CO_2e) emission

Energy & Carbon Management

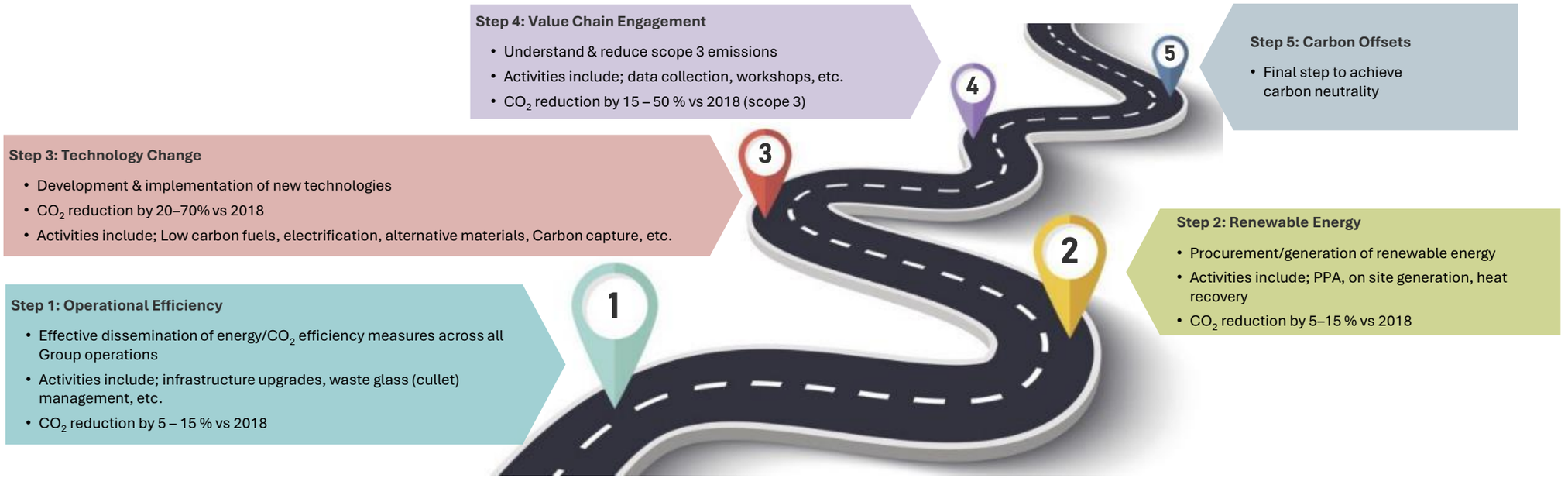
All initiatives are monitored by the Heads of SBUs and Group functions at either quarterly (Architectural) or six-monthly (Automotive, Technical Glass (Creative Technology)) Energy & Carbon management Committee meetings.

Energy & carbon management SBU committees

The energy pilot plant program was replaced during FY2022/3 with the introduction of management committees at SBU level. The role of these committees is to facilitate focused engagement across the SBU with involvement of the SBU executive team and other key central functions. This gives the opportunity to provide focused identification and dissemination of activities relevant to the SBU as well as general Group level initiatives. Alongside energy efficiency activities, the committee also coordinates progress of decarbonization roadmaps at an SBU level which are derived from regional and local plant level proposals. This "bottom-up" approach is one of the key aspects for decarbonization target achievement with ownership of the roadmap at a local production site level.

This management approach has facilitated the development of the NSG Group decarbonization roadmap. This roadmap focuses on the implementation of five key activities to support the achievement of the mid-term (2030) Science Based Target achievement and long-term (2050) carbon neutrality. The five stages run in parallel incorporating existing activities as well as development and implementation of technologies and processes of the future. The program is detailed in the figure below.

Progress of this roadmap is coordinated by the Energy & carbon management core multifunctional team, with management committee progress reviews on a six-monthly basis. The first iteration of the roadmap focused on a "top down" approach to identify at a Group level the opportunities and program actions necessary to implement those opportunities to achieve targets. This roadmap continues to be further developed with the ongoing evaluation of the "bottom up" activities, leading to the regular revised iterations of the NSG Group action plan for decarbonization. Now into the sixth iteration of development, specific examples of these actions are included in the following sections;



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Operational energy & carbon efficiency projects

The Operational Cost Saving program aims to reduce all operational costs in the areas of prime and overhead costs. One of the largest prime costs for the Group is energy.

As part of the NSG Group medium term plan, energy and carbon efficiency / cost reduction activities are classified according to the financial saving, cost and/or level of technology innovation into one of three categories:

Kaizen	Continuous improvement projects. These projects continue to be referred as operational cost saving activities(OCS)
Kaikaku	'Big Change' projects, achieving significant improvements in efficiency / cost reduction
Kakushin	'innovation' projects, which require some level of innovation as well as significant improvement in efficiency / cost reduction

To support the cost saving activities across sites, a deep analysis of all energy projects within the 3K OCS database is regularly completed. Multiple projects were identified for rapid dissemination in FY2026/3 to deliver energy consumption, CO_2e reduction & cost savings. Each manufacturing site within the Group had at least one active 3K OCS energy project in FY2026/3. Led by Manufacturing Excellence and assisted by other Group functions, NSG Group sites identified more than 200 energy and carbon optimization opportunities, resulting in annual energy efficiency improvements in excess of 55GWh and CO_2e savings in excess of 40kt. The method of dissemination was further enhanced during FY2025/3 with the introduction of bi-monthly regional energy & carbon champion review meetings, with these meetings continuing in FY2026/3. These meetings focus on the identification and communication of best practice projects. The site champion that has implemented the project is encouraged to develop a summary of the project and present this during the meeting, allowing other sites to understand the details of the project and develop a plan for implementation at their responsible site.

Major projects include; furnace fuel combustion optimization, reducing electrical requirements of motors, optimizing compressed air systems, energy sub metering, energy efficient lighting, fuel switching, cogeneration processes, waste heat and energy recovery.

An initiative to engage in Industry 4.0 or Internet of Things (IoT) for energy management continued to be progressed during FY2026/3. This includes analytics of process data including energy metering with the goal of optimization of energy consumption & CO_2e emission. The analytics also supports the identification and development of new projects, such as identifying energy waste & management of tariffs. This project links directly to the broader aspects of digitalization of NSG operations and activities which is a Group level initiative – Digital Transformation, one of the 4 "D"s of the NSG Group MTP strategy. Several other digitalization projects for improved energy efficiency are under development across the organization, with pilot applications implemented in the UK, North America and South America.

A focus on the energy & carbon efficiency of operating furnaces when they are repaired was launched in FY2020/3 and continued to be implemented in FY2026/3. The program continues as a key activity within the specific actions for efficiency improvements in addition to the general efficiency benefits of furnace repairs. This program has now been implemented at several furnace repairs, including 2 repairs in FY2024/3 and those planned in FY2027/3 resulting in significant improvements in efficiency expected across the full life (at least 15 years) of the furnace operation.

R&D activity

Reducing CO_2 emissions and maintaining the security of energy supply for our furnaces will remain fundamental to our continued business. Implementation of incremental technology changes will be required in the short and mid term to minimize capital expenditure.

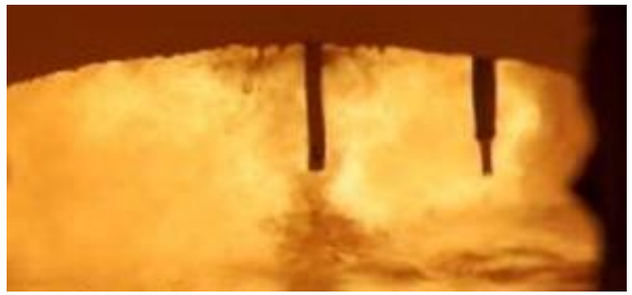
During FY2021/3, the original R&D decarbonization project (Project Carbon 2050) was separated into a series of individual project activities to support the delivery of the Group strategic mid term targets (RP24) and longer term Science Based Target goals. In FY2023/3, these individual projects continued with the implementation of several specific project actions to "test" the application of various technologies in supporting delivery of the targets with viable solutions. A key project that NSG Group is continuously working on is the application of hydrogen as a low carbon alternative fuel in the float glass manufacturing processes. In August 2021, NSG Group achieved a global first with tests of the use of hydrogen at its Greengate Works in St. Helens, U.K.

The initiative is part of a project managed by HyNet, a consortium of industries in the North West of England, aimed at reducing carbon emissions from industry, homes and transport. The work is supported by £5.2m of funding from the UK government under the Industrial Fuel Switching Scheme. NSG Group are investigating whether hydrogen can be used to wholly or partly replace the natural gas and oil that are the standard fuels for the glass making industries. If all of the natural gas can be replaced with hydrogen this would reduce emissions of scope 1 CO_2e by around 80%. The float glass produced from this successful trial has an overall carbon footprint of 40% lower than standard float glass produced.

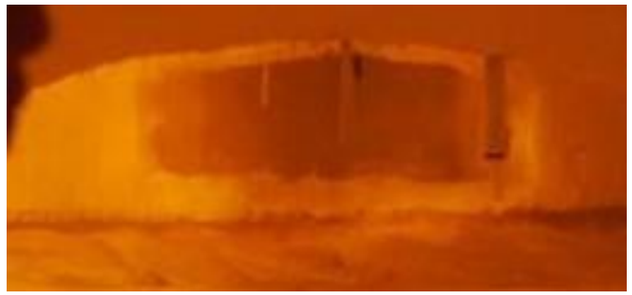
The development of hydrogen and other alternative, low/zero carbon fuels continued from 2021 into 2025 with another global first achieved by the Group with the production of float glass utilizing a bio derived fuel oil in 2022.

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The use of hydrogen in float glass processes is closely linked to the further development of technologies enabling the production of cost-competitive hydrogen, as well as the expansion of infrastructure capable of ensuring reliable and sufficient supply. As NSG Group, we are actively following market developments and emerging solutions, while participating in all relevant initiatives connected with the transition toward hydrogen-based technologies.



Flame appearance inside the furnace using a fuel blend of 80% natural gas and 20% Hydrogen



Flame appearance inside the furnace using a fuel blend of 100% Hydrogen

Carbon Capture - System of the small unit for Carbon Capture and storage from waste gas stream installed to float furnaces at Greengate site in Saint Helens, U.K. The system successfully separated CO_2 from the waste gas stream as part of our carbon capture technology trial with a 3rd party collaboration - C-Capture. This is to follow our decarbonization road map and develop other options to reduce CO_2 content in our products. The trial formed part of C-Capture's UK government funded national project, “XLR8 CCS – Accelerating the Deployment of a Low-Cost Carbon Capture Solution for Hard-to-Abate Industries”. The project aims to demonstrate that a low-cost carbon capture solution is a reality for difficult-to-decarbonize industries in the race to net zero. Future development of CCSU should support NSG in this target.





C-Capture test facility installed at Greengate site, UK

Management systems

We have maintained ISO 50001 certification across all operations in Germany, Italy and Finland. In addition, the certification has been extended to included operations in South America (Chile) with ongoing plans of further implementation in FY2026/3 across Brazil & Argentina. Investment in sub-metering hardware and software installations allows a high level of transparency in energy consumption and enables a sophisticated energy planning process with improvement activities, target setting and frequent reviews to be established. This is a key component of the ongoing strategy within FY2026/3 to link Digital Transformation and Decarbonization activities, two of the strategic 4”D”s of NSG Group.

Energy Savings Opportunity Scheme (ESOS)

All UK manufacturing sites are continuing to participate in the UK government Energy Savings Opportunity Scheme (ESOS). Currently, preparations are underway to complete energy audits for phase 4., The scheme is linked to the UK government commitment to the EU Energy Directive article 8. Sites are assessed by certified external auditors with the aim of identifying viable energy saving project activities. The assessment includes verification of energy consumption data and site energy audits which result in a set of published recommendations signed off by a UK senior management representative. A number of initiatives identified within the scheme have been implemented and disseminated across other regions. Similar schemes exist in several EU and other countries either at a mandatory or voluntary level with many sites participating.

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Renewable on-site energy generation and alternative fuels

As part of its CDP commitments, the Group aims to increase the share of certified renewable electricity, including purchased and/or on-site generated electricity, to 65% by FY2027/3 (March 2027).

Although the total proportion of renewable electricity achieved was 35% in 2025, this achievement demonstrates the continuous focus in increasing the proportion of renewable electricity. The affordability and availability of renewable electricity during 2025 affected the opportunity for further improvements.

During FY2025/3, further project initiatives were launched. As one of the results, building on the signing of a power purchase agreement (PPA) with EDP Renewables (EDPR) in 2024, the world's fourth largest renewable energy producer, for the renewable electricity generated by a wind farm located in Poland.



The PPA program was extended to include activities across several regions involving multiple sites. The purchase of certified renewable energy certificates (REC's) in countries across Europe, the America's and Asia regions continues.

The purchased of REC's is a key part of the decarbonization transition activities with the expectation that over a period of the next years, the proportion of REC's purchased will decrease and be substituted with increasing quantities of electricity purchased via PPA's.

In addition, continued investigation and investment (via internal capex or utilizing third party funding approaches) in on-site generation has been made.

Alongside the existing on-site generation facilities at the NSG technical center in the UK (Lathom) which became operational in 2020, the Northwood technical center in 2021 (Ohio, USA), the Rossford fabrication operations facility in 2022 (Ohio, USA), and the Aken (Germany) automotive fabrication facility in 2023.

Further expansion of on-site generation projects has been implemented in Maizuru (Japan) and Ottawa, Illinois in 2025. In 2026, there will be a new solar PV installation in Poland, and several projects are under evaluation in Europe, North America, Malaysia, Japan and other locations.

We continue to evaluate and utilize alternative low carbon / renewable fuel sources across the Group operations. As well as the Hydrogen and bio derived fuel trials in the UK, investigations are ongoing to identify viable sources of such fuels in other global locations. A feasibility study of the supply chain for such bio derived fuels was completed during 2024, supported by external experts. The focus of this analysis was to understand the current and future markets for bio derived fuels, primarily within the Asia region. Separate to this study, a review of opportunities within Europe was also completed. The results of these analyses have been integrated into the bottom-up roadmaps for float glass manufacturing sites where relevant.



The thin film solar panels in Rossford plant



On-site solar generation facility at Ottawa, IL (USA). The largest focused array solar project in NSG Group



-site solar generation facility at Sandomierz (Poland). With power delivery planned in 2026

<Press releases>

NSG Group Signed a PPA for Solar Power in Maizuru Plant, Japan (28 March 2024)

New Solar Array in Ottawa, USA (30 May 2025)

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Partnership with suppliers

We continue to partner with key suppliers to develop projects to reduce energy consumption in our manufacturing sites. Close collaboration with leaders in specific technologies is enabling us to implement optimum solutions to specific energy management challenges. Collaborative projects undertaken include; utilization of battery storage systems to support reduction in consumption peaks in electricity demand, addressing compressor inefficiency and installation of high efficiency motors and to make better use of waste heat generated in our glass-making processes.



Employee energy efficiency awareness

An energy management training program, designed to help the Group deliver cost savings and reduced CO_2e emissions, has continued to be rolled out globally. Launched in 2016, the program has been implemented across European, South American, Japan, South East Asia and in 2024 USA operations. In 2025 the program focused more on “virtual” training sessions across all regions.

The initial program involved local site energy champions in a “back to school” initiative that increased levels of energy awareness and supports the on-going generation of energy and carbon management project activities. The key aspect of the training is to help the delegates understand the approach to energy and carbon management, how they can identify and implement activities at their sites and encourage others to do so. Following the successful implementation of remote training solutions developed in FY2023/3, several discrete training sessions were held to both educate new energy champions as well as providing “refresher” training to previous attendees. This activity was supplemented with the development of various energy management auditing tools to support implementation of best practices. A specific focus during FY2026/3 has been the continued implementation of a back to basics program to ensure continued adoption and development of the existing best practice management activities in place across the Group. To date, the training has directly involved more than 150 champions, with identification and implementation of over 750projects. Energy savings have exceeded JPY 230 million, and reduced CO_2e emissions by more than 18,000 tonnes. Based on the previous results, cost and CO_2 savings in FY2027/3 are expected to be broadly in line with the previous year’s level.

The initiative comprises three levels of training, with level 1 involving 50 hours in all aspects of energy management. It is designed to support site energy management activities and give formal qualifications to the delegates with the cost of the course being recovered by the delegates identifying and delivering energy cost-saving projects.

The course is organized with the support of local functional teams and was led by David Cast, Environment and Climate Change Director, NSG Group, Grzegorz Kociubowski, NSG Group Energy & Carbon Manager and Zeeshan Qamar, Climate Change Technical manager. In October 2024, they visited the USA to conduct site visit with the site teams and to provide energy management training to the "energy champions" across the Architectural, Automotive and Creative Technology SBU’s. This was the first time the program had been conducted in the USA, with positive outcomes seen in terms of increasing capabilities of the local teams and the delivery of discrete energy & carbon management projects by the delegates. The main activity during FY2026/3 was increasing the awareness of the Energy Champions and teams regarding the inclusion of CO_2 reduction benefits when identifying and proposing energy-saving projects. In addition, the Energy & Carbon team actively supported local teams in calculating and reporting expected CO_2 savings. These actions deliver measurable results. The forecasted and delivered 3K OCS CO_2 savings through the program show an average year-on-year increase of approximately 28% from FY2024/3 to FY2026/3. This confirms that a growing number of new 3K OCS projects now incorporate CO_2 reduction considerations and that awareness of carbon savings as a key project metric continues to improve across the organization. The energy management training and workshops will continue in FY2027/3 too, with a focus planned for European operations This will extend the reach even further of the training activity to develop the necessary skills across the organization in support of the decarbonization and energy efficiency goals.





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Following successful completion of level 1, delegates are encouraged, where appropriate to their role, to continue energy management training with external organizations leading to level 2 and level 3 qualifications. Several delegates across the NSG Group have achieved the level 3 qualification.
Project examples that have been implemented so far include:

- **LED lighting replacement and controls**
- **Replacement of motors & drives with variable speed devices**
- **Optimizing combustion set up in furnaces and boilers**
- **Reducing compressed air leakages and optimizing compressed air generation efficiency**
- **Staff awareness campaigns including “shut-off” activity and inappropriate energy use**
- **“Back to basics” program for energy management which includes utilization of energy “mini audits” in daily routines (part of 5S activities)**

Since the start of 2024, workshops have been held with all of North America and European teams (AG and OE/AGR) to go through their 3K OCS projects and any carbon impact associated with this. The workshop helped improve the understanding on why we need the carbon impact for each 3K OCS project and each participant reviewed all their projects once again. The input process of 3K OCS system has also been changed.

Employee Engagement Program – collaboration with JUMP



In 2021 we launched an energy & carbon awareness program for employees based at the NSG European technical center. This program utilizes a 3rd party software platform (JUMP) called the net zero challenge (NZC). The NZC offers simple ways in which people can be more sustainable, no matter where they are on their sustainability journey. It links activities in the workplace and at home, providing practical ideas and suggestions. Progress is measured against targets with participation encouraged by reward and recognition programs. In 2022 the program was extended across all UK operations. By the end of 2025, through implementation of these simple measures, UK employees have delivered in excess of 23tonnes of CO_2e reduction. While this is a very small fraction of the total UK emissions of NSG Group operations, the increase in awareness as a result of participating in the program is very significant and supporting the energy & carbon objectives of the Group.

Earth Day 2026

On 22nd April 2026, we brought Earth Day to life across our many of our sites across the group and the energy, engagement, and enthusiasm from the team was incredible.

Herb planting sessions Colleagues got hands-on, planting herbs and reconnecting with the simple idea of growing something sustainable. Small actions, real impact. Hopefully, we can now start to grow multiple vegetables and fruit on our UK Lathom grounds.

Interactive online quiz A bit of friendly competition (and a lot of learning). From carbon footprints to renewable energy, the room was full of energy and a few surprise climate experts.

Poster sessions A huge turnout from employees keen to deepen their understanding of:

- **Sustainability initiatives**
- **Decarbonization strategies**
- **Energy projects happening across the Group**

The Rossford, USA and Mexicali team spent some time in the morning cleaning up the entrance, spreading mulch, and planting some flowers as part of their activities. Through activities, smiles and shared experiences, our teams reminded ourselves that every small effort matters and that together we can create a positive impact for the future.
In Sandomierz, Poland, we started this special day with an energetic quiz where 10 brave heroes took on challenging questions about sustainability, energy efficiency, innovation, circular economy and how our daily choices impact our carbon footprint. Lots of learning and fantastic energy - truly a great time with amazing people!

Why it matters

Earth Day isn’t just a date in the calendar. It’s a reminder that real progress happens when everyone gets involved - from small everyday actions to large-scale business transformation to protect our beautiful planet. And at NSG Group, that mindset is growing.



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Climate change awareness of Schools – supporting local colleges in Science Technology Engineering & Mathematics (STEM) activities

During FY2026/3, the UK sustainability team members continued various engagements with local schools and colleges. This included sessions at local college “Science” days. Local schools attend these sessions with experts from NSG Group explaining various sustainability initiatives and the importance of their implementation. A particular focus is given on climate change transition and physical impacts and what the attendees can do to mitigate these impacts as well as NSG’s activities. The delegates also take part in practical experiments to introduce aspects such as circularity. The program will continue to be implemented within the Group MTP to build on the positive community impacts that such activities make.

NSG UK Sustainability and R&D team members presenting sustainability initiatives at local college



Solar Panel

It is increasingly recognized that a move from fossil fuel is essential as supplies are finite and global warming is a reality. Solar energy panels offer alternative solutions for a range of energy requirements, from small scale domestic applications to large scale solar power stations, from cloudy northern rooftops to hot sunny deserts. Glass is an integral and important element of these solar panels. Our wide range of high-quality products is used in the three leading solar technologies aimed at converting solar energy into electricity: thin film photovoltaics, crystalline silicon photovoltaics and concentrated solar power applications. In addition to the generation of electricity, our glass products are also used in solar applications that generate hot water.



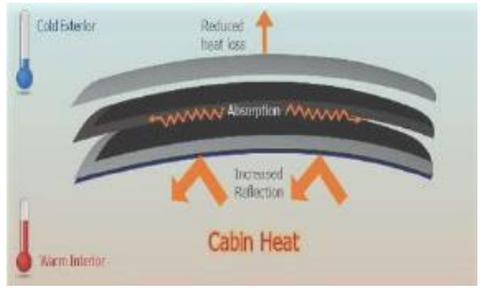
Aken (Germany) Plant solar farm

Solar Control - Rooflight (RL) of Low Emissivity (LE) online coated glass

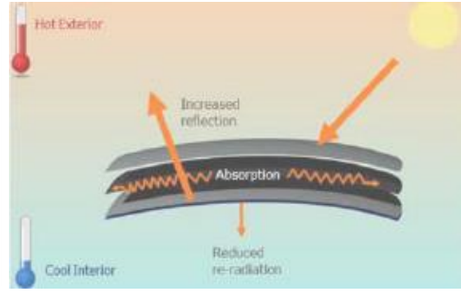
NSG has launched its first high performance solar control rooflight that provides occupant benefits in both summer and winter conditions. A low emissivity coating laminated with a special solar absorbing interlayer has allowed the customer to remove the internal blind system on the vehicle - providing an energy saving coupled to weight and cost saving benefits. There is further development of this environmentally friendly product as PDLC (Polymer Dispersed Liquid Crystal) glass that is adding to the Low Emissivity glass additional possibility to change Roof light ’s transparency by electronic system.

The NSG Group will promote the introduction of alternative energy sources such as hydrogen in the manufacturing process, and will actively promote efforts to decarbonize by providing products for the renewable energy market and developing products that save energy.





Winter ➞ Reflects heat inside the vehicle and suppresses dissipation of heat outside the vehicle.



Summer ➞Inhibits the release of heat absorbed by the glass into the vehicle.

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Waste and Circular Economy



NSG Group is fully committed to reducing adverse environmental impacts by maximizing the reuse, recycling, or recovery of resources and minimizing the production of waste involved in glass manufacture, processing, packaging, and delivery.

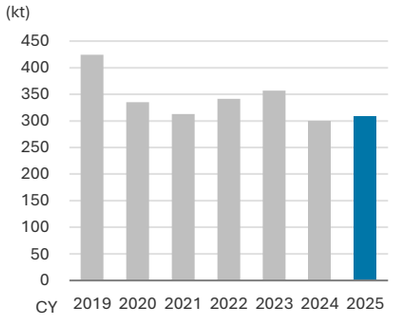
Please refer to the "NSG Group Sustainability Policy" and the "NSG Group Environment Policy".

Re-use and Recycling of Glass

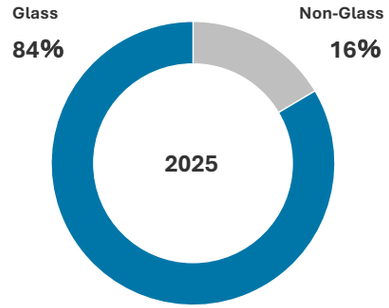
The glass manufacturing process itself produces very little waste material. All trimmed glass from the manufacturing processes of raw float glass plates is reused in the melting process and replaces virgin raw material. Cullet and rejected parts from further glass processing for Automotive or Architectural Glazing parts are reused or recycled in the NSG Group glass melting process or given to external glass recycling partners to be used in other glass melting sectors. Re-melting of glass cullet significantly helps to reduce energy consumption and related CO_2 emissions. Remelting of one tonne of cullet avoids approximately 400-600 kg of CO_2 emission from raw material sourcing through manufacturing process.

In light of recent societal trends toward a circular economy, we have set a new target for glass recycling. The objective is to increase the glass cullet ratio by 3 % points vs FY2019/3 by the end of FY2027/3. For FY2026/3, the glass cullet ratio (% of recycled glass) increased by 2.1 % points compared to FY2019/3. We are actively pursuing initiatives, such as collaborating with customers to recycle glass from downstream processing and end-of-life products. For details on these efforts, please also refer to “Contributions through Business (Sustainability and Products)” in the “Environment” section.

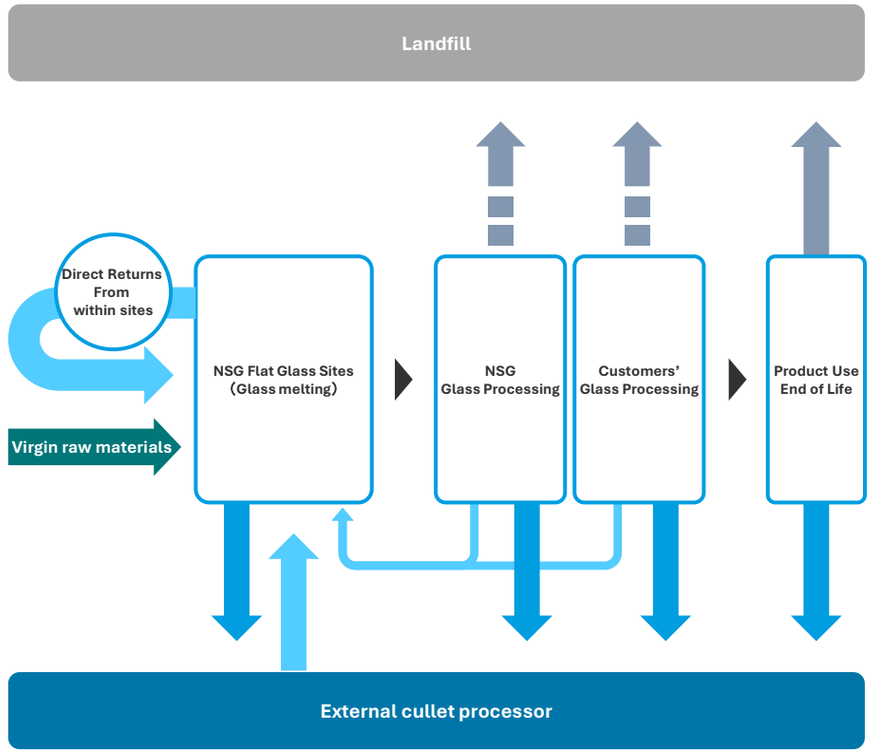
Total Waste*



Breakdown of Recycled Waste



Cullet flow



* Total Waste does not include Reused Waste (on-site Reused Glass), which is internal process.

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Compiling and monitoring of waste data

In 2019, the Group implemented a new and more sophisticated Environmental Reporting and Analysis database. All sites report their waste data into this central database for further aggregation, analysis and monitoring at the corporate and site levels. If not monitored internally (e.g. re-used internal cullet), the waste quantity data are based on waste transfer notes.

(kilo tonnes)				CY	2019	2020	2021	2022	2023	2024	2025
Total Waste*	Recycled	Non-Glass			40.5	35.5	34.2	36.0	42.0	37.1	45.9
		Glass	off-site		357.0	278.0	255.0	280.0	285.0	236.0	232.6
		Recycled total			**397.5**	**313.5**	**289.2**	**316.0**	**327.0**	**273.1**	**278.5**
	Disposed	Incinerated	with energy		2.9	2.5	3.0	3.3	2.7	3.2	2.6
			without energy		1.8	1.0	0.89	0.9	1.5	1.3	1.3
		Incinerated total			4.8	3.5	3.0	4.1	4.2	4.5	3.9
		Landfill	Glass		3.5	3.9	2.1	3.3	3.0	3.4	4.2
			Non-Glass		18.6	14.5	17.5	18.3	18.6	19.0	21.0
		Landfill total			22.1	18.4	19.6	21.6	21.6	22.4	25.2
		Disposed total			**26.9**	**21.9**	**23.5**	**25.7**	**25.8**	**26.9**	**29.1**
	Recycled and Disposed total				**424.4**	**335.4**	**312.7**	**341.7**	**357.0**	**300.0**	**307.6**
On-site Reused Glass					**1314.0**	**1233.0**	**1512.0**	**1280.0**	**1785.0**	**1314.0**	**1369.7**

*Total Waste which does not include Reused Waste (on-site Reused Glass,) which is internal process.

Third party waste management

Where possible, glass cullet from the manufacture of flat glass and downstream glass processing is reused in the melting process under NSG supervision and management. Pre-consumer waste, either diverted from disposal or directed to disposal, is managed by third parties. All contracts with waste management and recycling partners are arranged with the imperative requirements to meet local environmental legislation and NSG Group data reporting requirements.

In this regard, and as a pre-condition of the waste-service contract, the waste and recycling contractors are obliged to accept the NSG Group Supplier Code of Conduct and have to maintain certificates of their environmental and waste management qualifications (ISO 14001 or equivalent). Based on a risk-based approach, additional audits are conducted by internal environmental experts in order to determine whether the waste/recycling contractor manages the waste in line with contractual or legislative obligations.



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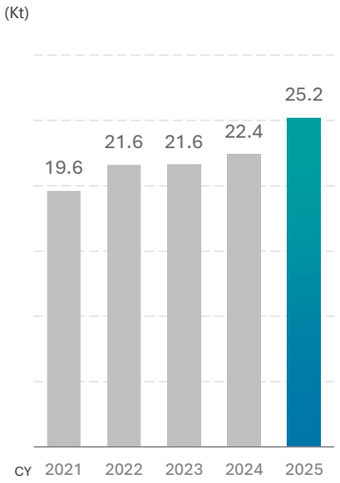
Waste sent to Landfill

NSG Group has set specific targets to reduce waste sent to landfill. This is intended to minimize the potentially significant impacts of landfill waste on the environment and human health, as well as the depletion of resources and materials contained in landfill waste that are no longer available for future use.

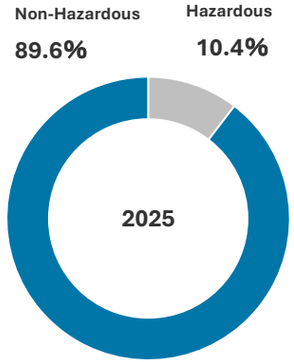
Historically, NSG Group reduced waste sent to landfill by 50% by 2013 compared with the 2007 baseline. It subsequently reduced waste sent to landfill by 16% by the end of FY2019/3 compared with FY2014/3. NSG Group set a new Sustainability target to reduce waste sent to landfill by 20% vs. FY2024/3 by the end of FY2027/3. A small portion of glass cullet from Glass processing (4.2 kt in 2025 vs. 3.4 kt in 2024) is sent to landfill because of contamination – which is included in our Sustainability improvement target on waste to landfill and related activities.

The total waste to landfill in CY2025 has increased to 25.2 kt (22.4kt in 2024), which was 12.5% increase compared to the previous year. The biggest issue is the waste sent to landfill of rejected batch at some sites in North America. Analysis and efforts will continue to reduce this waste sent to landfill globally including exploring collaboration with new recycling partners.

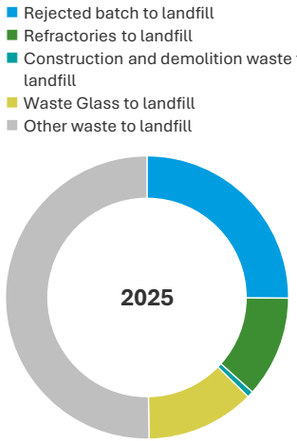
Total Operational waste to landfill



Breakdown of Waste to Landfill (Non-Glass)



Sorts of Waste to landfill



Other specific wastes

Grinding sludge

The waste stream from grinding of automotive glass edges and glass drilling cannot be prevented, but we have been actively seeking recycling partners to divert this waste from landfills and provide raw materials for concrete products and other aggregate manufacturers.

Float rejected raw material

In 2025, we continued to seek avoidance and/or recycling opportunities for glass dust and rejected batch materials - occasional off-specification raw material that often cannot be blended and some sorts of dust collected by the pollution abatement equipment. Float plants in North America recently found recycling partners for significant amounts of rejected raw materials.

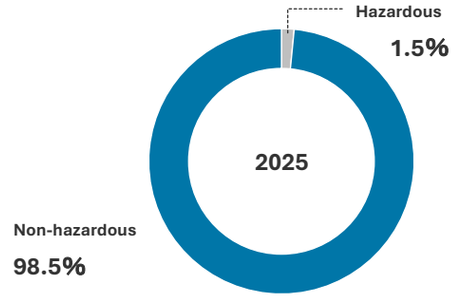
General waste

Focus and support have been given to the highest volume producers to further improve general waste avoidance and segregation. Focus has been given to the avoidance and/or reuse of packaging materials. For the remaining sorts of general waste, procurement has been actively involved in finding local recycling partners, rather than sending mixed general waste to landfill or incineration.

Wastes generated upstream or downstream in the value chain

Besides a few trials, post-consumer cullet is not currently used in the flat glass sector because the segregation of the end-of-life products (car/building/PV panel) does not lead to sufficient quality cullet. Its inert properties mean that it is currently used as an aggregate substitute. It does not emit hazardous chemicals or decompose to emit GHG at the end of life. However, NSG Group is committed to engaging with customers, architects and regulators to improve the circular economy of flat glass and ensure that it is sufficiently well segregated at the end of life to be re-melted as a raw material in the glass sector. The environmental impacts of waste from upstream suppliers are included as part of life cycle assessment studies.

Breakdown of total waste (without internal Glass reuse)

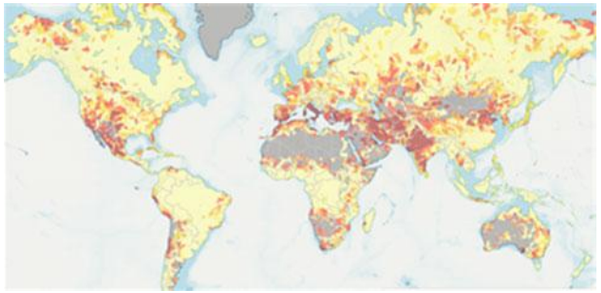


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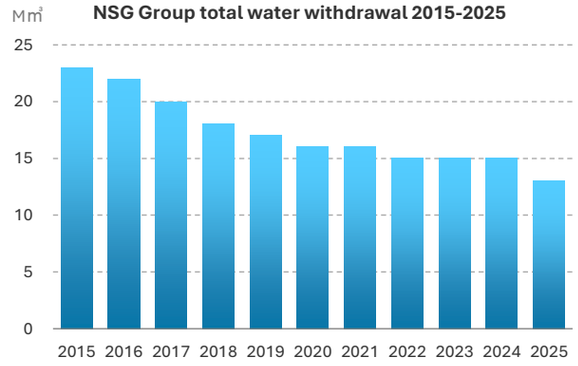
Water utilization and Water management

In glassmaking, most water is used for cooling, and most of our plants operate with closed loop systems and so only require top up. Water is also used for washing glass in plants but there the need is for very high purity, so water is treated and then re-circulated. We seek to minimize our water consumption by working with suppliers to recycle water and to install advanced water treatment facilities. Processes are managed by Manufacturing Excellence's standardization procedures (e.g. turn off washer sprays when not needed, use optimal sized nozzles, install water catchers, implement controls to prevent overflows and maintain to prevent leaks, etc.). This not only reduces the withdrawal of water itself but also the chemicals used in the treatment of the water.
Across the Group, water consumption can vary considerably according to process and product demands as well as water quality. Approximately 2.6m^3 are required to manufacture one ton of float glass and approximately 0.12 m^3 are required to process each square meter of automotive product.
We withdrew a total of 1.46 million m^3 of water in water stressed areas in 2025. This is about 59% reduction compared to 3.55 million m^3 of water withdraw in 2018.
Please refer to the "NSG Group Water Policy".

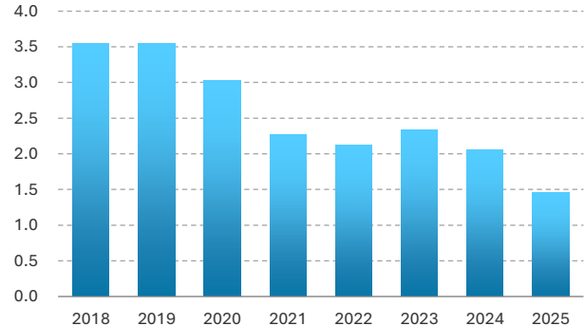
Water stress map
source: Aqueduct Water Risk Atlas



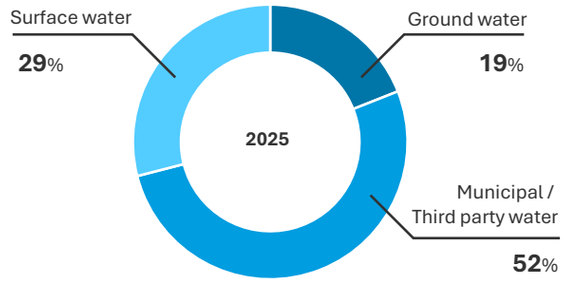
NSG Group total water withdrawal 2015-2025



Total water withdrawal at sites in water stressed areas 2018-2025



NSG Group Water withdrawal by source 2025



Please refer to the data.

Water risks

We do not have any current stakeholder concerns regarding water scarcity or wastewater quality. On the other extreme of water risks, flood planning and prevention strategies have been applied where indicated. Water risks do not register as significant in the NSG Group risk assessment process; however, we will continue to risk assess all facilities. The NSG Group Sustainability Committee reviews risk and performance and discusses related activities on water management. The NSG Group has implemented an extra Water Policy in 2020 to ensure a clear statement of NSG Group's approach to water stewardship and in order to address water quality challenges and the risks of water scarcity in support of the Group Sustainability and Environmental Policies.
In 2019 the NSG Group implemented a new and more sophisticated Environmental Reporting and Analysis database. All sites are reporting their specific information and water data into this central database for further aggregation, analysis and monitoring on corporate and site level. Our up-to-date data reporting and reviews highlights that 10 NSG sites are located in water stressed areas in accordance with the global Aqueduct Water Risk Atlas. The water withdrawal at those sites represents 14% of the total in 2025. Those sites are subject to prioritized water management reviews and improvement activities in order to contribute to the global NSG Group target to reduce the water withdrawal at sites located in potentially water stressed areas by 50% by the end of FY2027/3 versus FY2019/3.

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San Salvo team receives the “Return on Environment Award”



“Our water recovery starts here”

At the Group glass melting and Automotive Glass Manufacturing site at San Salvo, Italy, the plant management team is strongly engaged with the Water Council of the local community in order to manage water use and improvement activities. The San Salvo plant also implemented an emergency water supply management system and tested it during 2024. In 2024, 450,000 cubic meters of water and 198 MWh of electricity were saved, while in 2025,more than 410,000 cubic meters of water withdrawal were saved.

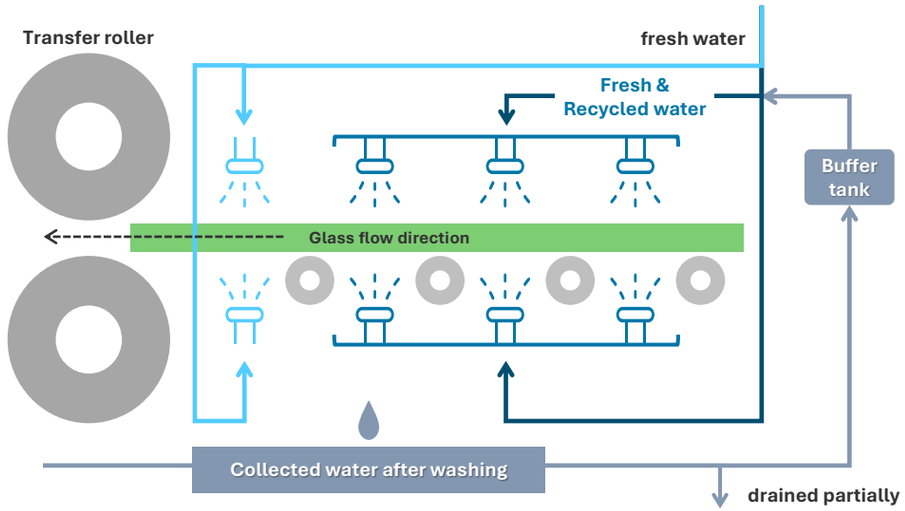
This is a virtuous trail, carried out by a cross-functional team, which brings clear benefits not only to the company but also to the local community, especially considering the water paucity that affects the area during the Summer.

This is based on employee awareness, water use efficiency, and a contingency plan in case of water scarcity scenarios. This project did win the Environmental Commendation Award of the NSG Group EHS Award in 2024.

And San Salvo plant also received the “Return on Environment Award” from Veolia, a partner company for water management and plant engineering services. The award identifies customers who exceed their environmental and operational goals while balancing productivity needs.

Water saving Projects

Beside the San Salvo Water projects and amongst other good water saving projects, another significant water saving project got implemented at a Float plant at Hanoi in Vietnam. This includes a system to collect rainwater plus water recycling at a glass washing machine - resulting in a ~17% reduction of the water demand at this plant.



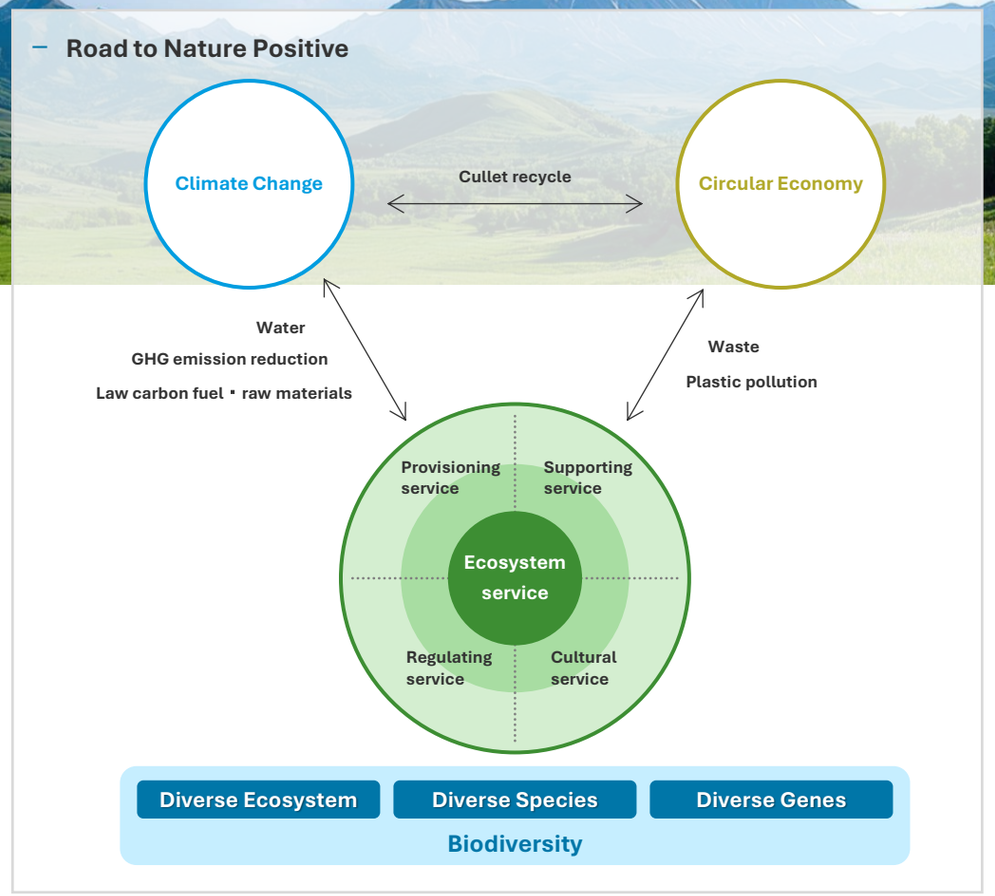
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Living in Harmony with Nature

NSG Group aim to conduct our business activities in harmony with the sustainability of the global environment.
Among various environmental issues, we recognize biodiversity as a fundamental pillar of a healthy society and economy, and as one of the key areas of corporate responsibility.

We are committed to operating our business with consideration for the conservation and restoration of biodiversity, in pursuit of a society that coexists with nature.
This approach is aligned with our management philosophy and sustainability vision. Alongside addressing climate change and promoting resource circulation—our most material issues—we also regard biodiversity as a critical theme requiring further action.
Our business depends on ecosystem services such as the procurement of raw materials and water supply, while also generating environmental impacts—including greenhouse gas emissions, water use, and waste—that may alter natural systems. We recognize these as sources of both risks and opportunities related to nature in our business operations.
For example, cooling water used in the glass melting process is drawn from and discharged back into the natural environment, which may have potential impacts on the ecosystem. Furthermore, we rely on nature for the supply of silica sand and soda ash, the raw materials for glass, as well as the fuel required for glass melting. Additionally, biofuels may become increasingly important in our decarbonization roadmap going forward.
Conversely, we offer products that prevent bird strikes (Pilkington **AviSafe**™), and providing such products that contribute to biodiversity conservation presents opportunities for our Group.
In 2025, the NSG Group established its Biodiversity Policy. Recognizing that its business activities may have both direct and indirect impacts on the natural environment and biodiversity, the Group promotes business operations that take into account the conservation and sustainable use of biodiversity, with the aim of contributing to the nature-positive future.
NSG Group conducted an assessment of both our business's dependence on ecosystems and the impact our business has on ecosystems, in line with the TNFD framework. As this was our first year of TNFD disclosure, we focused on understanding our current state and undertaking a preliminary analysis. As a result of this assessment, water resource management was identified as a key issue that is directly linked to business continuity and competitiveness. Going forward, we will further develop our analysis, expand the scope of assessment across the value chain, and publish a report covering our global operations. For further details, please refer to the link below. Going forward, we will continue to reassess our relationship with nature across all aspects of our corporate activities—from raw material sourcing, manufacturing, and product delivery to green space management at our sites and collaboration with local communities—as we work toward a nature-positive future.

➡ Biodiversity Policy ➡ TNFD-aligned disclosure



Products and Biodiversity Conservation

NSG Group is engaged in developing products that contribute to the conservation of biodiversity. Pilkington **AviSafe**™, developed at our UK site, is a specially coated glass designed to reduce the risk of bird collisions. It features UV patterns that are visible to birds but virtually invisible to humans, enabling biodiversity conservation without compromising the aesthetics or transparency of buildings. As regulations requiring the use of bird-friendly glass are advancing in the United States and other regions, this product offers a competitive solution that meets both regulatory requirements and environmental considerations in the architectural market. By combining with other glass products offering insulation and acoustic performance, additional value can be created. Through addressing environmental challenges, we aim to enhance customer trust, increase brand value, and expand revenue opportunities that contribute to sustainable growth. For more information, please refer to our business overview.

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Conservation Activities at Our Sites

Ecosystem Survey at the Maizuru site in Japan

The Maizuru site, located in Japan, is NSG Group's largest manufacturing site in the country and values its strong ties with the local community. At NSG, we believe that understanding the impact of land use from our business activities on local ecosystems is essential to promoting biodiversity conservation. Based on this belief, we conducted an ecosystem survey within the plant premises, in collaboration with the Kyoto Prefectural and Maizuru City governments, and with support from a local environmental citizen group. Surveys confirmed the presence of several species listed in the Kyoto Prefecture Red Data Book, including the osprey, Japanese woodcock (birds), lesser bulrush (plant), and soldier flies (insects), as well as species designated as requiring particular attention, such as the Japanese red fox (mammal) and Japanese rat snake (reptile). These findings demonstrate that a healthy ecosystem is being maintained within the site. We will continue working to conserve local biodiversity and promote harmony with the natural environment.

A Japanese Green Pheasant captured by an infrared camera installed on the premises of the Maizuru site



Biodiversity survey at the Maizuru site conducted in collaboration with local experts and employees





The hives at Lathom Site

Supporting Native Bees and Local Communities through Beekeeping at the Lathom Site in UK

For several years, beehives have been maintained near the Postillion Pond at our Lathom, UK site, in collaboration with Phil Reeves and the Ormskirk and Croston Beekeeping Society. These bees contribute to local biodiversity by pollinating a variety of plants and trees on-site and in the surrounding area. The honey produced by these bees is harvested and sold in the site canteen, with all proceeds donated to Alder Hey Children's Hospital. This initiative not only supports a local charity but also helps to engage employees in biodiversity and community-focused efforts.

Amid growing concerns over the decline of honey bees in the UK and the increasing reliance on imported foreign bees, the hives at Lathom exclusively house native British honey bees. This is part of the National Bee Improvement Programme (NatBIP), an initiative led by the Bee Improvement & Bee Breeders Association (BIBBA), which aims to preserve and improve native bee populations for long-term ecological resilience.

Tree Planting Activities at the Caçapava Plant in Brazil

As part of an initiative to celebrate the continuation of an accident-free period, the team at the Caçapava site began planting saplings in the green space located between two areas within the site. This small first step gradually spread to other teams and eventually developed into a site-wide project.

The activity was named "Our Greener Glass", and it is now conducted regularly with the goal of planting more than 30 saplings each month. A schedule has been set through the end of the fiscal year, ensuring that all employees have the opportunity to participate.

The tree planting is combined with eco-walks, providing employees with a chance to connect with nature and reflect on their responsibility for the future. Most recently, the team planted trees to commemorate achieving 3,500 accident-free days.

To date, approximately 300 saplings have been planted, mainly fruit trees and native species. This initiative also contributes to the restoration of biodiversity in Brazil's Atlantic Forest region.



TNFD Forum Membership

NSG Group has joined the TNFD Forum, a global stakeholder network that supports and promotes the work of the Taskforce on Nature-related Financial Disclosures (TNFD), in alignment with its mission and objectives.

The TNFD is an international initiative that supports companies and financial institutions in identifying, assessing, and appropriately disclosing risks and opportunities related to natural capital and biodiversity.

At NSG Group, we endorse the vision and mission of the TNFD and are committed to further advancing sustainability management by integrating our relationship with nature into business decision-making and corporate disclosures.

In addition, our participation in the TNFD Forum marks the starting point for a more structured approach to disclosure. Going forward, we will actively work toward implementing systematic reporting in line with the TNFD recommendations-covering governance, strategy, risk and impact management, and metrics and targets.

TNFD Forum Member

*TNFD Forum

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Society Shift and Innovation （R&D Strategy）

Our Aspiration

NSG conducts R&D to support our Strategic Business Units (SBU's) in each of our main regional markets - Japan, USA and Europe. With three core R&D centers and several site-based teams, our experts take developments from fundamental studies right through to supporting manufacturing implementation.

Our technology developments leverage our long expertise in glass manufacturing and processing technologies, our diverse team of experts and through collaboration with our SBU's and customers "Drive Sustainable Innovation that Delivers Value." Our activities align with the financial targets of the group, focusing on the pillars of the 4 "D"s.

Business Development | **Decarbonization** | **Digital Transformation** | **Diverse Talent**



Kevin Sanderson
Executive Corporate Officer
Chief Technology Officer (CTO)

Business Development

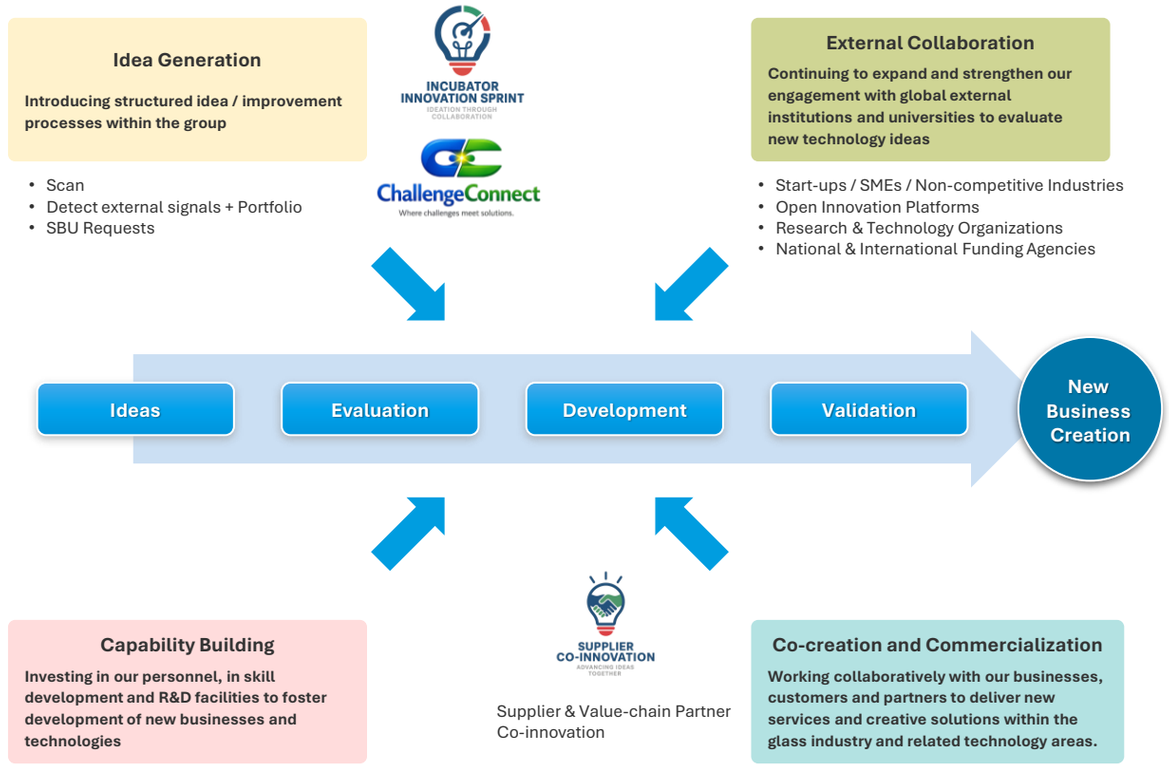
The NSG Group has a long history of developing and exploiting our core technologies to meet customer demands and is proud to have delivered several world-first technologies and processes.

Our R&D activities evaluate new opportunities for our core technology areas of float glass, coatings on glass, glass fibers, glass flakes, and automotive glazing fabrications. Through close collaboration with our businesses, customers and external partner identification activities, we aim to have a balanced portfolio of incremental through step change developments in each area.

Recognizing the importance of a structured development process, we run our projects using a stage gate process. To ensure that the process is applicable to the breadth of development activities undertaken, we are introducing an agile philosophy, with increased focus on cross functional teamwork and an increased frequency of interactions with our stakeholders from the global and regional businesses to accelerate developments. Alignment with the Group's objectives and ambitions is ensured using periodic R&D strategy reviews with our executive committee.

To strengthen our technology pipeline and new business creation, we continue to evolve our structured approach to technology evaluation by: -

- Introducing structured idea / improvement processes within the group
- Expanding and strengthening our engagement with global external institutions and universities on new technologies
- Investing in our people, in skill development and R&D facilities to foster new business and technology generation
- Working collaboratively with our businesses, customers, and partners to identify the value of opportunities and deliver new services and creative solutions to the glass industry and related technology areas.



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Some examples of current developments:

– Architectural Glass Business

The growing trend for triple glazed insulated glass units in certain market segments, led to an opportunity to introduce an optimized solution for this market segment. With the launch of Pilkington **Optitherm**™ S3 Plus, we have introduced a product which optimizes the optical characteristics of the unit (reducing the external reflection) whilst maintaining excellent thermal performance.

With the expansion of our global offline coating capability and new coaters starting production in Japan and Poland during FY2027/3, this ability to deliver coating solutions which meet customer requirements and can be implemented at speed is critical.

The launch of Pilkington **Reflite**™ Vista exemplifies our culture of innovation and our ability to leverage our online coating technology. This new reflective architectural glass showcases how our cross functional teams continue to demonstrate efficiency, expertise, and customer focus in the development cycle. Pilkington **Reflite**™ Vista was designed to meet the growing demand for privacy, visual comfort and modern aesthetics in commercial building applications. Recognizing a gap in the market, the Business Development teams, and R&D teams collaborated to quickly evaluate the opportunity and develop a solution.

From product ideation, through development, optimization, testing and production we were able to meet the market need in less than 6 months. Pilkington **Reflite**™ Vista provides solar control while optimizing exterior reflectance and significantly reducing interior light reflectance when compared to conventional reflective glass products. The result is a uniform mirror-like glass that offers enhanced daytime privacy from outside observers while improving the visual experience from the interior, helping architects achieve contemporary designs without distracting interior reflections and glare.

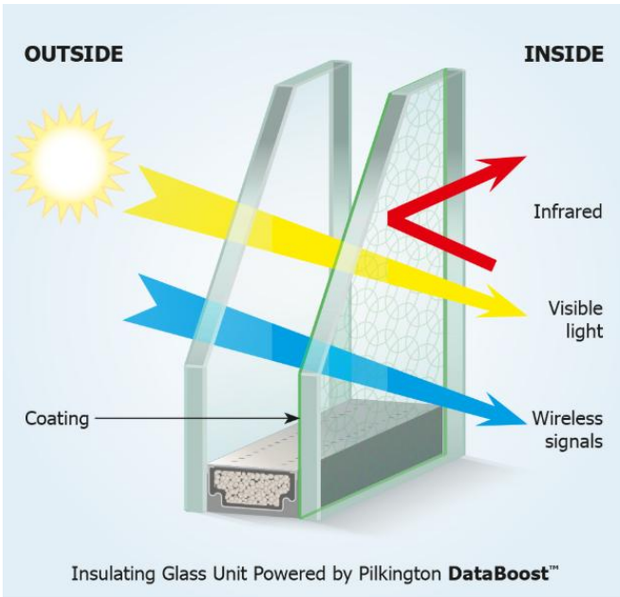


Visualization of Pilkington **Reflite**™ Vista

Pilkington **DataBoost**™ is another example of a product designed to specifically meet a market requirement. The increasing use of coated glass has resulted in some buildings suffering from attenuated signal reception and impacting device users. Pilkington **DataBoost**™ provides a solution allowing enhanced signal reception whilst maintaining good optical characteristics and thermal performance.

Using a specialized laser to pattern the coated glass surface, we can boost signal performance whilst maintaining the optical and thermal characteristics of our customers' demand.

Our R&D activities in the Solar sector continue to support the advancement of renewable energy. In the Solar sector we undertake R&D on substrates to support a number of current and developing Photovoltaic technologies. Working with academic institutions and customers we aim to anticipate the future requirements of these technologies.



Insulating Glass Unit Powered by Pilkington **DataBoost**™

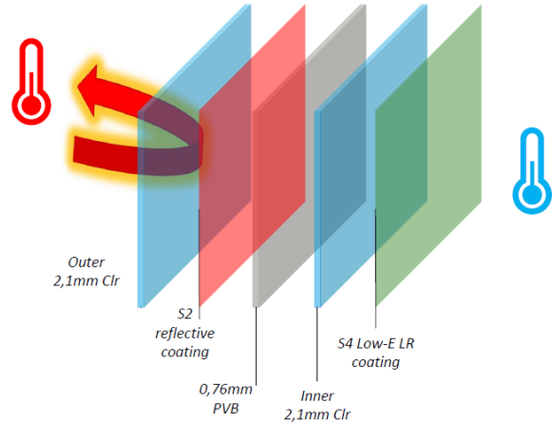
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NSG supply high-performance glass substrates with transparent conductive oxide (TCO) coatings into the thin film sector for First Solar's solar modules.
As First Solar introduces its advanced CuRe™ technology to enhance module performance, durability, and lifetime energy yield, NSG has developed an innovative new TCO-coated glass substrate specifically engineered to meet the technology's elevated performance requirements.
This development demonstrates NSG's commitment to customer collaboration, innovation, and sustainable product advancement. By enabling the production of more efficient and longer-lasting solar modules, the new TCO-coated glass contributes to increased renewable energy generation, improved resource efficiency, and reduced lifecycle carbon emissions. Through innovations such as our new TCO-coated glass, NSG is helping accelerate the global transition to a more sustainable, low-carbon energy future.
Decarbonization of our production continues to be a core area of investigation. Evaluation of changes to the fuels we use in the melting process as well as alternative raw materials is combined with understanding the long-term effects of these changes on our manufacturing facilities. The influence of these changes on the durability and physical characteristics of the end product is critical as we aim to meet our customers' requirements for lower-embodied carbon products.
Increased use of cullet (recycled glass) continues to be a strategic focus, with investigations continuing into expanding the types of glass that can be recycled by the flat glass industry as well as the inspection technologies required to mitigate the risk posed by contamination in recycled glass sources. We have successfully demonstrated our ability to utilize

- **A wide range of coated, printed and mirrored glass products**
- **Laminated glass products**
- **Solar panel glass**

– Automotive Glass Business

Research and Development for our automotive business remains a strategic focus, centered on anticipating and addressing the changing requirements of the automotive sector. Close collaboration with customers provides critical insight into the evolution of vehicle platforms and architectures, helping to guide the development of the advanced technologies needed to support next-generation vehicles. Key areas of focus include Head-Up Display (HUD) systems, Advanced Driver Assistance Systems (ADAS), and other emerging mobility technologies.
Alongside product innovation, our R&D program drives the digital transformation of our manufacturing operations through the development of automation and intelligent inspection systems. These capabilities strengthen quality assurance, improve productivity, and support the delivery of world-class products to our customers.
With the evolution of the vehicle envelope to include larger roof lights two examples of technologies developed are:
Our newly developed high-performance rooflight glazing solution delivers a total solar transmission of ≤10%, significantly enhancing thermal comfort within the vehicle cabin. The technology has been specifically engineered to minimize solar heat gain by maximizing infrared reflection, thereby reducing interior temperatures and decreasing the cooling load on the vehicle's climate control system.
By combining advanced dual-coating technology with a specially engineered interlayer, we have successfully achieved a highly demanding customer specification while maintaining the optical and functional requirements expected of modern vehicle glazing. This innovative solution supports improved passenger comfort and contributes to overall vehicle energy efficiency, particularly in electric vehicles.





Our PDLC (Polymer Dispersed Liquid Crystal) is providing vehicle owners a choice on opaque or clear vision through their rooflight. As the technology develops, we are seeing the request for increased customization in both color and segmentation of the device to enhance customer experience.
In support of our sustainability objectives, we continue to promote resource efficiency and support a circular economy approach within the automotive sector.



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– Technical Glass Business (Creative Technology Business)

Technical Glass Business, also known as the Creative Technology Business, is dedicated to creating new market value by developing and supplying unique materials that contribute to the evolution of our customers' products. Our goal is to establish new business as a future pillar of revenue. Leveraging our expertise in glass and optical technologies cultivated over many years, we are actively engaged in research and development aimed at the commercialization of next-generation technologies.

R&D in the Semiconductor and Optics Fields

With the rapid adoption of generative AI and the advancement of high-speed communication technologies, semiconductor devices are increasingly required to deliver higher performance while becoming smaller and more highly integrated.
Leveraging our expertise in glass composition technologies, we are developing advanced glass-related solutions for next-generation semiconductor applications. Our low-dielectric glass flakes and glass pellets, which offer both low dielectric properties and excellent dimensional stability, contribute to enhanced semiconductor device performance, supporting high-speed, high-capacity communications.
In addition, our Through-Glass Via (TGV) substrates feature low dielectric loss, low thermal expansion, and micro-crack-free characteristics. These unique properties are attracting significant attention as next-generation semiconductor packaging materials.

low-dielectric glass flakes



Through-Glass Via (TGV)



Furthermore, our micro-optical components are increasingly being adopted in applications such as laser source modules. These technologies are gaining recognition as key enabling solutions for highly precise optical control. Looking ahead, we will accelerate our development efforts to address the challenges of optoelectronic integration, actively creating new value and expanding market opportunities.
At the same time, advances in augmented reality (AR), virtual reality (VR), autonomous driving, and factory automation (FA) are driving growing demand for high-quality, high-speed image processing. To meet these needs, we are promoting the development of ultra-low-reflection and anti-fog coating materials by combining our optical design expertise with sol-gel technologies.
Our ultra-low-reflection coating solutions have already been adopted in smartphone camera modules, and we are expanding their application to a wide range of markets, including automotive and other advanced optical systems.

ultra-low-reflection coating



Digital Transformation

Manufacturing Digitalization

Our R&D Connected Manufacturing program continues to expand the use of digital manufacturing technologies across the Group. Seen as a critical foundation across Architectural and Automotive processes we are delivering: -

- **Increased asset connectivity**
- **Real-time data acquisition and Manufacturing Execution Systems**
- **Standardized data architectures and enhanced end-to-end traceability**

These capabilities support quality improvements, yield optimization, and cost reduction, while also enabling the deployment of advanced Industry 4.0 technologies developed through our R&D activities.
Artificial intelligence and advanced analytics are increasingly being applied to improve manufacturing performance. Machine learning models, digital twins, and advanced process control systems are being deployed to assist operational decision making, improve energy efficiency, and optimize production processes. Examples include AI-enabled Float process support tools, predictive quality and maintenance systems, advanced coating process optimization, and automated inspection technologies capable of identifying and classifying product defects with greater speed and accuracy.
The integration of machine vision, intelligent sensors, IoT devices and applications, simulation technologies, and AI-based decision support tools is helping to create a more responsive manufacturing environment. These technologies provide operational insights that support continuous improvement while enhancing safety, reliability, and sustainability performance across our operations. Building on these capabilities, we continue progressing towards increasingly autonomous manufacturing systems, where operator support tools and intelligent automation enable optimal process operation under human oversight.

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Digitalizing Research and Development

Alongside manufacturing transformation, we are accelerating the digitalization of our R&D activities to enhance the speed and effectiveness of innovation. Automated data collection, integration of analytical equipment, digital workflows and advanced productivity tools are transforming our digital innovation systems, and enabling more efficient management and utilization of research data.

Artificial intelligence is becoming an increasingly important tool for our scientists and engineers. Generative AI technologies, digital knowledge platforms, and specialist R&D chatbot initiatives are strengthening knowledge sharing across the organization, improving access to technical expertise, and supporting more effective collaboration between global research teams. These technologies help researchers identify opportunities more rapidly, accelerate problem solving, and increase the effectiveness of development activities.

Investment in high-performance computing, modelling, and machine learning capabilities is also enabling a more predictive approach to R&D. Advanced simulation tools support rapid evaluation of new concepts, virtual process optimization, and digital prototyping, reducing development risk and shortening the time required to bring new technologies to market. By combining physical experimentation with digital modelling, we can accelerate innovation while improving resource efficiency.

Building Digital Capability for the Future

Collaboration with leading universities, technology companies, and innovation partners continue to play an important role in our digital transformation journey. These partnerships provide access to emerging technologies and specialist expertise while supporting the development of next-generation digital solutions for both Manufacturing and R&D.

Equally important is investment in our people. We continue to enhance data science, AI, and digital engineering capabilities across the R&D organization through training, reskilling, and capability development programs. By strengthening digital competencies and fostering a culture of innovation, we are ensuring that our employees remain at the forefront of technological advancement.

Diverse Talent

NSG Group's Global R&D function operates across North America, Europe, and Asia, bringing together a highly skilled workforce of Ph.D.-qualified researchers, graduate scientists, and engineers representing more than 15 nationalities. This international footprint provides access to a broad spectrum of technical expertise, perspectives, and cultural backgrounds; creating a diverse and collaborative innovation ecosystem.

Cross-regional collaboration is a cornerstone of the Group's research strategy. By leveraging the collective knowledge and experience of globally distributed teams, NSG fosters the exchange of ideas, accelerates innovation, and strengthens its ability to address complex technological challenges and evolving customer needs.

The Group is committed to the continuous professional development of its people. Researchers and technical specialists are actively encouraged to expand their expertise and engage with the wider scientific community. Many team members hold positions within international scientific committees and professional institutions, supporting both individual development and the advancement of their respective disciplines.

Beyond its internal capabilities, NSG Group plays an active role in supporting the future STEM talent pipeline. Through engagement with local schools and community initiatives, the Group promotes careers in Science, Technology, Engineering and Mathematics (STEM), helping to inspire the next generation of scientists and engineers. In addition, NSG maintains strong partnerships with universities and academic institutions worldwide, collaborating on foundational research programs that contribute to long-term scientific advancement and future innovation opportunities.

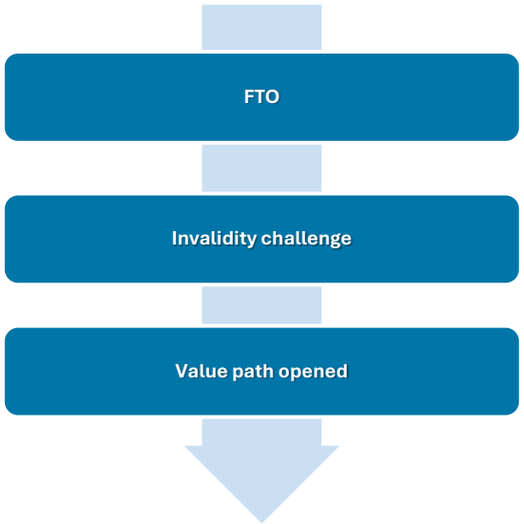
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Intellectual Property Policy

The NSG Group recognizes the importance of Intellectual Property (IP) in pursuing its business objectives and maintaining a competitive edge, whilst managing risk, in its areas of technical expertise.

Risk Management

The NSG Group takes an ethical approach towards technological innovation, seeking novel solutions to technical problems and vigorously defends itself against any unfounded allegations of IPR infringement.



Collaboration

As NSG Group expands and further establishes its connections with top-tier research institutions and companies, NSG understands the increasingly important role its IP function plays in negotiating equitable agreements that capture the value required to deliver appropriate business benefits versus NSG's investment.

Strategy

The IP Group is embedded in R&D partnering in the development of SBU- aligned technological innovation through IP Roadmap planning and execution.

New product and/or process development project
IP landscaping and risk mitigation activities

Preferred solution
IPRs deposited and non-IP assets recorded

Process/ Product implementation/ launch
Defense and enforcement actions-
'Patent Advantage' realized

Frameworks

NSG's patent strategy is coordinated via mature frameworks that ensure IPRs relating to core technologies and new business development are recorded, registered, maintained, defended and enforced, in accordance with business requirements.

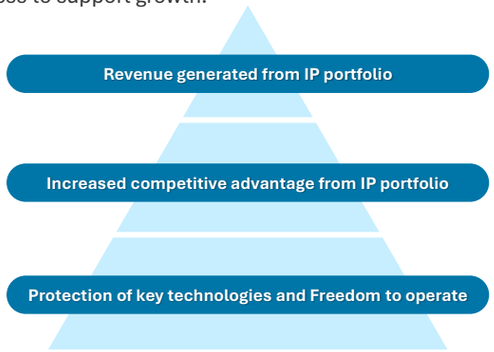
Patent Portfolio

The NSG Group continues to expand its global IPR portfolio with high-quality, SBU-aligned patents and trademarks.
In FY2026/3 the NSG Group achieved 275 Patent Grants for its technological innovations.



Optimization

The IP Group continuously seeks to improve NSG Group's IP governance, frameworks and operating models and is committed to facilitating NSG Group's positioning as a leader in its technical areas of expertise.
Through the establishment of targeted IP roadmaps and collaborative development, NSG Group aims to establish and maintain sustainable a value-driving IP strategy for every business to support growth.



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NSG Group Commitment to Human Rights

At NSG Group, we are dedicated to upholding the highest standards of human rights in all aspects of our operations. We believe that respect for human rights is fundamental to our values and essential for sustainable business success. Our commitment is guided by international principles, including the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights.

NSG Group Human Rights Policy

NSG Group is an International Company operating in many countries around the World. NSG recognizes business cultures and practices around the world are diverse. The NSG Group's commitment to respecting human rights is reflected in the way we run and operate our business as well as in our polices and guidelines. We respect human rights in accordance with the United Nations (UN) Universal Declaration of Human Rights, the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, the United Nations Guiding Principles on Business and Human Rights (UNGPs) and, the UN Global Compact including any related conventions. NSG Group has further identified Human Rights areas which are most relevant for the Group.

Data protection

NSG Group is committed to protecting the rights and privacy of past, present and prospective customers, suppliers and employees. Information about individuals must be collected and used fairly, stored safely and securely and only be disclosed in a way that is consistent with international best practices and applicable laws and will not be stored for longer than necessary.

Equal treatment

As a diverse, multinational company, NSG Group aims to create equal opportunities for all employees regardless of any individual difference including, but not limited to, about personal background, race, color, creed, nationality, age, marital/partnership status, pregnancy and maternity, gender, gender reassignment, sexual orientation, religion or other beliefs, ethnic or national origins, disability, union membership, political affiliation, other status protected by law. NSG Group will treat all individuals equal considering the responsibilities of their position during recruitment and selection, compensation and benefits and training, promotion, transfer or termination of employment.

Fair Wage Practices

NSG Group will pay workers a fair wage and benefits that meet their basic needs and enable them to have an adequate standard of living in the country of their employment, as defined by a credible authority such as the Global Living Wage Coalition.

Harassment

NSG Group will not tolerate any form (physical or verbal) of sexual harassment, intimidation, and discrimination on the basis of any individual difference including, but not limited to, about personal background, race, color, creed, nationality, age, marital/partnership status, pregnancy and maternity, gender, gender reassignment, sexual orientation, religion or other beliefs, ethnic or national origins, disability, union membership, political affiliation, other status protected by law.

Abuse of Labor

NSG Group will treat each employee with dignity and respect, and will not use corporal punishment, threats of violence or other forms of physical, sexual, psychological, or verbal harassment, abuse or intimidation.

Forced Labor

NSG Group will not use forced, bonded, prison, military or compulsory labor.

Child Labor

NSG Group will not use child labor. The term "child" refers to any person employed under the age of 15 (or 14 where the law of the country permits), or under the age for completing compulsory education, or under the minimum age for employment in the country, whichever is greatest.

Freedom of Association

NSG Group respects the rights of employees to associate, organize and bargain collectively in a lawful and peaceful manner, without penalty or interference.

Supplier Principles

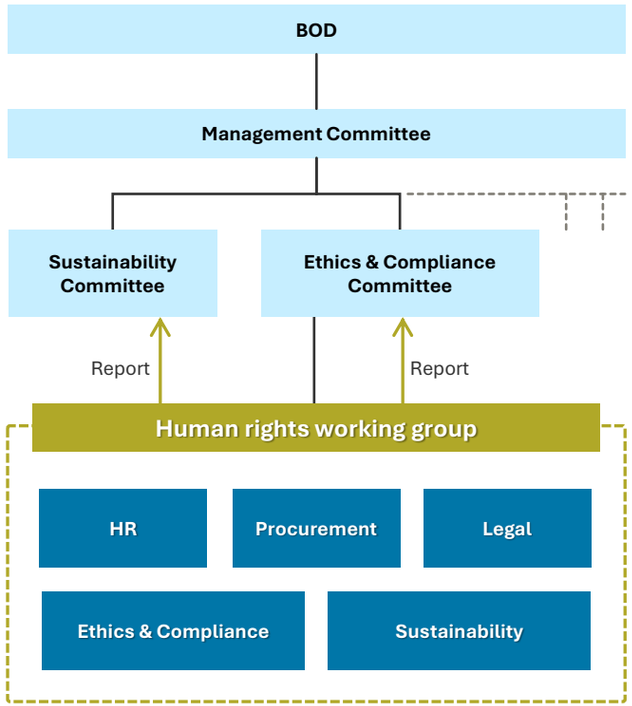
NSG Group expects all suppliers to adhere to local laws and regulations, to the articles of the United Nations Universal Declaration of Human Rights and the core standards of the International Labor Organization. Detailed expectations are outlined in the NSG Group Sustainable Supply Chain Charter and Supplier Code of Conduct. (For details, please click here)

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Human Rights Management Framework

The Ethics and Compliance Committee, which is a subcommittee of the Executive Committee, formed a Human Rights Working Group as a forum for discussing human rights issues. The Ethics & Compliance, HR, Procurement, Legal and Sustainability Departments participate in this group, which discuss a wide range of human rights issues both within our own company and along with the value chain. The content discussed within this working group is reported to the Ethics and Compliance Committee, as well as to the Sustainability Committee which is chaired by the CEO and is overseen by the Board of Directors.

NSG Group's Governance structure for Human Rights.



Human Rights Due Diligence

We are committed to conducting robust human rights due diligence to ensure our operations, supply chains, and business relationships respect and promote human rights. This includes:

- **Identifying** potential and actual human rights risks and impacts through regular risk assessments.
- **Preventing and mitigating** adverse impacts through targeted actions and policies.
- **Monitoring and evaluating** the effectiveness of our responses.
- **Engaging stakeholders** to understand concerns and expectations.
- **Providing access to remedy** where rights have been adversely affected.

NSG Group's Salient Human Rights Issues

In FY2026/3, Ethics and Compliance Committee identified gender equality, equal treatment, and harassment as most salient human rights concerns for the Group. We fulfill our responsibilities by taking the following measures to address these and other human rights areas.



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Implementation and Accountability:

1. **Training and Awareness:** We provide regular training to our employees on human rights issues and our policies, ensuring awareness and understanding at all levels of the organization.

2. **Monitoring and Reporting:** We continuously monitor our operations and supply chains to ensure compliance with our human rights commitments. We encourage reporting of any human rights concerns including through our confidential Ethics and Compliance Hotline.

3. **Collaboration:** We collaborate with stakeholders, including governments, NGOs, and industry peers, to promote and uphold human rights standards.

4. **Continuous Improvement:** We are committed to continuous improvement, regularly reviewing and updating our policies and practices to align with evolving human rights standards. In FY2026, we revised the Code of Ethics to add Chart identifying Group's Salient Human Rights Issues and reference Human Rights Policy.

At NSG Group, we believe that respecting human rights is not just a legal obligation but a moral imperative. We are committed to making a positive impact on the lives of our employees, customers, and communities, and we hold ourselves accountable to the highest standards of ethical conduct.

- **Human Rights Policy**
- **Code of Ethics**
- **Supply Chain Charter**
- **Conflict Minerals - Statement**
- **Supplier Code of Conduct**
- **NSG Group Health and Safety Policy**
- **Promoting Diversity, Equity & Inclusion**
- **Environmental protection**
- **Modern Slavery Transparency Statement**
- **Policy statement on the Supply Chain Due Diligence Act issued by German entities (in German only)**

Speaking Up (Grievance mechanism)

If any employee (current or potential), third party, contractor, supplier or other external parties including former employees and freelancers who have a current or past contractual relationship with NSG Group believe someone is violating the Human Rights Policy or the law with regard to NSG business, they are asked to report it immediately to the line or relevant manager, Human Resources, Group Internal Audit, Group Legal, Group Ethics and Compliance or the NSG Group Ethics and Compliance Hotline in accordance with the NSG Group Reporting of Concerns Policy. We take concerns seriously and handle them promptly. NSG Group has zero tolerance for retaliation against anyone who speaks openly, in good faith, about conduct they believe is unethical, illegal, or not in line with our Code of Ethics and policies, even if the concern is not substantiated. In FY2026, there were no cases of retaliation against individuals who reported concerns, including those related to human rights.(For details, please refer to the "Ethics and Compliance" section).



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ESG Activities to Highlight

"End Poverty in all its forms everywhere" - United Nations

We actively support local communities to foster economic resilience and social inclusion. For instance:

Community Investments: In San Salvo, Italy, we've supported local organizations and communities through various initiatives, such as rebuilding schools after natural disasters and providing scholarships to students.

Employee Engagement: Our employees actively participate in community projects, exemplifying our core values of mutual respect and social responsibility.

"Ensure healthy lives and promote well-being for all at all ages." - United Nations

We promote health through various global and local initiatives:

Workplace Health & Safety

Each October, we host global Safety Day events centered around a changing annual theme-such as mental health or back-to-basics. These activities promote awareness and support our goal of a zero-incident workplace. (For details, please refer to the "Health and Safety" section)

Mental Health Awareness

- We actively mark World Mental Health Day, as well as Mental Health Week recognizing the importance of emotional support and mental resilience.
- In the UK, there is the Wellbeing Hub, bringing together resources and partnerships focused on mental, physical, and financial wellness.
- Poland is implementing a new wellbeing policy.
- South America is planning to start a new wellbeing / mental care incentive.
- In Japan, employees take the Stress Check annually and each department prepares and implements their action plans based on that result accordingly.

Harassment Prevention Initiatives

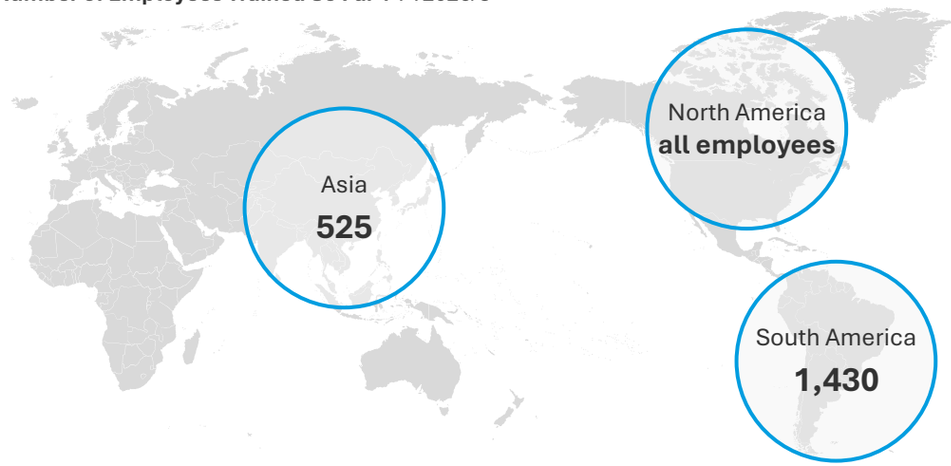
In alignment with our commitment to a respectful and inclusive workplace, harassment prevention training was conducted following the identification of harassment as a key focus area.
This training reinforces our zero-tolerance policy toward harassment of any kind-whether verbal, physical, visual, or digital-and ensures all employees understand their responsibilities in maintaining a safe and respectful environment.

The training includes:

- Clear definitions and examples of prohibited conduct
- Guidance on how to report concerns confidentially
- Leadership accountability
- Resources for support and follow-up

Ongoing education and reinforcement of these principles are essential to fostering a culture of trust, dignity, and ethical behavior.

Number of Employees Trained So Far： FY2026/3



NSG Group Harassment Prevention Policy (Japan)

In Japan, we have established the "NSG Group Harassment Prevention Policy (Japan)" and developed the "Guidelines for Handling Customer Harassment" in light of amendments to the "Act on Comprehensively Advancing Labor Measures, and Stabilizing the Employment of Workers, and Enriching Workers' Vocational Lives" as well as other relevant laws and regulations.

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Our safety system emphasizes the importance of our vision and values, that people are our most important asset and the safety of our employees and the communities in which we operate is a core part of our ethical business philosophy.

Please refer to the "NSG Group Health and Safety Policy".

Safety organization and strategy

The NSG Group Sustainability Director reports to the President and CEO Munehiro Hosonuma.

Monthly safety updates are provided during the Executive Committee meetings while more in-depth management reviews are completed at Safety Steering Committee every six months with the CEO, the heads of the three SBUs, and the heads of the Group functions.

All injuries at work are regarded as avoidable. We require full reporting of all incidents, no matter how minor, and appropriate investigation to ensure we learn from all such events. The Group has a focused site approach that provides additional support and more regular reviews for sites that have more than a defined number of significant injuries.

Improving our root cause analysis is a fundamental part of the group's improvement strategy, it is only by identification of the underlying causes of accidents and incidents that the group operations will improve in the longer term.

To support this improvement, the NSG Group implemented EcoOnline's EHS Management System, AVA, in 2020. It later transitioned to an upgraded system, AVA 2.0, which provides enhanced functionality, and has been using AVA 2.0 since April 2026.

This new system strengthens behavioral observation and audit processes, while enhancing the accident data analysis capabilities, providing even greater support for the NABIS program (NSG Safety Culture Improvement Strategy).

To improve behavioral observations on the production floor, we are equipping CCTV cameras with Artificial Intelligence (AI). Currently, 196 cameras are in operation across 35 sites worldwide, primarily at large-scale facilities, where the system automatically detects and records unsafe conditions and risks on a daily basis. This helps employees and leaders recognize and correct risky behaviors. We are continuing to expand deployment to small and medium-sized sites.

Safety performance FY2026/3

The significant injury rate (SIR) records injuries requiring immediate medical treatment beyond first aid or the injuries where the same work cannot be continued or requires time away from work, expressed as a rate per 200,000 hours worked. The SIR for FY2026/3 was 0.28, marking a 10% improvement from FY2025/3. In the 2026 financial year, we focused our efforts on training and education for less experienced workers and on ensuring compliance with rules; as a result, the proportion of workplace accidents involving employees with less than one year's experience fell by approximately 50%. However, when viewed in terms of the accident rate per person, the rate remains highest among those with less than one year's experience. We will continue to focus on this group of less experienced employees to further strengthen training and compliance with rules.

In addition to reducing the frequency rate of serious accidents, we have set a target of "zero Fatalities ". This means preventing fatal accidents and serious accidents resulting in permanent disability; in the 2026 financial year, there were no such serious accidents.

To eradicate such serious accidents, improvement activities for high-risk operations are progressing steadily; we began drafting guidance for a total of 19 high-risk operations last year. In FY2026/3, we completed the guidelines for eight of these high-risk operations, and we are continuing to draft guidelines for the remaining 11, with the aim of completing them within the next financial year.

From FY2026/3, the NSG Group has launched an accident-free recognition scheme for its manufacturing sites. This scheme awards and recognizes sites with a continuous accident-free period of a pre-defined number of years, with five levels of accident-free certification ranging from "Bronze" to "Diamond", depending on the size of the site or facility. In the first year, the 2026 financial year, 178 sites—representing 77 per cent of all sites—achieved accident-free certification. This certification is assessed at the end of each month, and certificates are presented on the following NSG Safety Day. Each manufacturing site is carrying out daily safety activities aimed at maintaining an accident-free record, with the goal of achieving this certification.

NSG Group's initiatives for safety

NSG Group continues to drive proactive safety through a measure called NABIS (NSG Anzen Bunka Improvement Strategy) this process has three main areas reflecting our focus points; Leadership & Culture, Safety in 4 Ways, and High-Risk Activities. The Leadership & Culture element of NABIS consists of five components: Visible Leadership, Responsibility and Accountability, Communication, Training, and Involvement.

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NABIS

= NSG Anzen Bunka Improvement Strategy
(Safety) (Culture)

Category	Senior & Middle Managers	First Line Manager	Everyone
Visible & Demonstrated Leadership	Spend time coaching on the shop floor	Act and speaks about safety	Encourage cooperative safety
Responsibility & Accountability	Set high standards	Expect safety excellence	Follow rules
Two Way Communication	Communicate openly	Talk to / listen to employees about safety	Speak up
Continuous Training	Ensure available training resources	Identify shop floor training opportunities	Assist in training & actively learn
Involvement	Support & encourage involvement	Create involvement opportunities	Get involved
Building a Safety Culture on our Current NSG Safety Tools (4Ways , Project Tracking)			

1. Visible Leadership

Leaders at all levels of the business are asked to make their leadership visible and actionable by using processes such as GEMBA walks* for example, to spend more time talking with floor leaders and employees about various safety improvement opportunities.
To further improve the GEMBA-walk process the group is starting to measure the numbers of GEMBA walks completed and reviewing information derived from the process.
We continue to ensure all our leaders assess themselves against our 10 key leadership behaviors, asking them to lead by example and to review their teams against a set of principles, such as never walking past an unsafe act without talking to the individual.

*Gemba Walk: Activities of safety patrol by managers to identify and improve safety issues in workplace through communications between managers and operators.

2. Responsibility and accountability

Leadership teams must ensure that people follow the procedures and safety rules for the tasks we ask them to complete. Our leaders are asked to consistently review the ability of their colleagues to competently complete the tasks. This also forms part of the GEMBA process in that leaders observe how individuals are working and identify learning opportunities; while promoting the identification of and quantitative assessment of risks in all areas of our business.

3. Communication

Improving the way in which we communicate safety through regular opportunities for two-way briefings and more formal safety meetings with employees and their representatives is an important way of providing clear information on both reactive and proactive safety initiatives. Leadership teams are required to ensure this communication process is effective.
In FY2023/3 the NSG Group introduced a safety culture survey to be completed at its larger manufacturing facilities in Architectural, Automotive and Technical Glass (Creative Technology) and have implemented second survey in February 2025. This survey provides leadership teams with feedback on the current level of safety culture in their plants; in addition, it will also allow employees to provide anonymous comments and suggestions to help plants improve.
In certain regions and countries, the group has formal communication and discussion with employees' unions, for example, in Europe the business holds a forum with unions from the Germany, Spain, Italy, Finland the UK etc. this is held on a 6 monthly basis.

4. Training

Ensuring our employees have the tools and ability to deliver our commitments in a safe and ethical manner requires a continual review and update on training needs and competences. Leaders are required through NABIS to ensure that, from a safety point of view, people have the correct knowledge to complete this task.

5. Involvement

Asking people to become proactively involved in safety in our plants is part of the leader's responsibility and in NABIS we ask our leadership teams to actively look for opportunities to involve teams and individuals in safety projects, with the implementation of suggestion schemes and participation in Kaizen processes across many of our larger manufacturing plant being a part of this process.
In addition, as an opportunity for Involvement of all employees, NSG Group Safety Day is held every October, a day for all Group employees to think about safety. Last year, related events were held on 9th October at sites around the world.
Last year's common theme was “New Hires and Rule Compliance”.
In order to reaffirm our commitment to mutual enlightenment, which is our desired safety culture, safety activities were carried out with the participation of all employees at each of our business sites.

Gelsenkirchen, Germany



Sagunto, Spain





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NABIS requires our leadership teams to manage our high-risk activities.
As mentioned above, the NSG Group creates standard guidelines for all high-risk work to ensure a consistent level of commitment across the entire group, while we continue to focus on the following high-risk work:

- **Working where there is a risk of falling**
- **Vehicle and pedestrian safety**
- **Machinery safety: guarding, FASS* and complete isolation**
- **Contractor control, including permits**
- **Materials handling: moving glass, load security, grabs, trolleys and pallets**
- **Driving in connection with work**

The Group has reinforced its global commitment to NABIS through a verification process for larger sites. Health and Safety professionals assess their sites against a set of criteria, with results forming part of the plant leadership team's performance review criteria.

*FASS (Frequent Access Safety System) is an industrial safety mechanism (such as an interlock) used to partially stop or isolate equipment when operators enter. It is specifically designed to prevent accidents in areas requiring routine maintenance, machine access, or high-risk tasks.

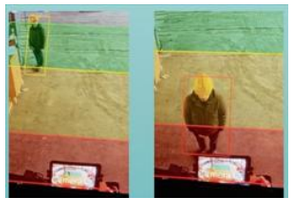
Moving safety to the next level

The safety strategy within the group remains focused on improving the effectiveness of our safety tools and programs. The goal is to achieve a high level of safety culture by continuing to focus on NABIS. Going forward, we will focus our efforts on the following key areas.

- **To raise employees' safety awareness and improve their sensitivity to hazards, we will develop and produce video-based training materials and incorporate them into our day-to-day training programs.**
- **Furthermore, to prevent accidents during major construction projects—such as the regular maintenance of float furnace—we will introduce a system of advance audits to verify the state of preparedness, including the allocation of resources, in advance. Additionally, where feasible, we will introduce CCTV and AI technology on a selective basis to establish a system of continuous monitoring.**

To further reduce the likelihood of serious incidents, the following priority measures will be implemented across the site:

priority measure - 1



Further improvements will be made regarding vehicle and pedestrian safety, building on the risk identification carried out to date. Particular focus will be given to the increased implementation of TAG and camera systems.



Rear camera footprint sensors
Red zone and green zone

Next Step

Anticollision system

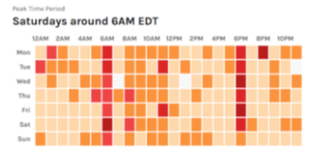




priority measure - 3









Focusing on Very High Potential Severity (VHPS) events arising from Significant Injuries (SI), the Group has implemented risk-reduction initiatives designed to address common hazards across all sites. By the end of FY2026/3, six improvement projects had been identified and launched, with steady progress being made toward enhancing safety performance and reducing risk exposure.

priority measure - 2

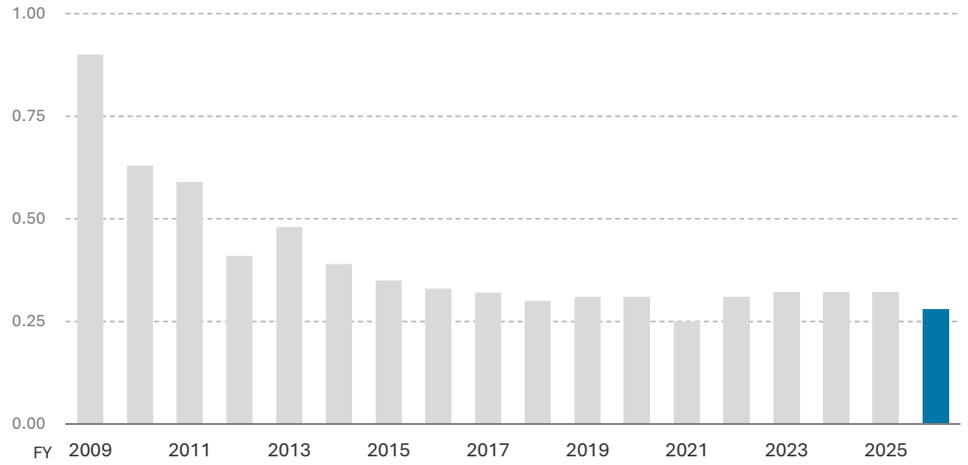
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Significant Injury (SI), Lost Time Injury (LTI) and Fatalities

	FY	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3	2026/3
Number of SI* *SI includes LTI & Fatality	NSG employee	76	88	81	64	71	78	76	67	69
	Contractor	17	11	19	7	15	13	18	23	11
	Total	93	99	100	71	86	91	94	90	80
Number of LTI	NSG employee	26	36	32	16	19	25	30	33	30
	Contractor	8	6	6	4	6	3	9	9	10
	Total	34	42	38	20	25	28	39	42	40
Number of Fatality	NSG employee	0	0	0	0	0	0	0	1	0
	Contractor	0	0	0	1	2	0	0	0	0
	Total	0	0	0	1	2	0	0	1	0
Rate of SI (SIR)	NSG employee	0.27	0.31	0.29	0.25	0.28	0.31	0.29	0.26	0.27
	Contractor	0.56	0.36	0.45	0.24	0.51	0.40	0.51	0.79	0.39
	Total	0.30	0.31	0.31	0.25	0.31	0.32	0.32	0.31	0.28
Rate of LTI (LTIR)	NSG employee	0.09	0.13	0.12	0.06	0.08	0.10	0.12	0.13	0.12
	Contractor	0.26	0.20	0.14	0.14	0.20	0.09	0.26	0.31	0.36
	Total	0.11	0.13	0.12	0.07	0.09	0.10	0.13	0.15	0.14
Lost days	NSG employee							1850	1234	1030
	Contractor							495	427	621
	Total							2345	1661	1651

Significant Injury Rate (SIR)



Significant Injuries (Cases)

FY	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3	2026/3
Glass handling	37	33	33	42	31	36	21	22	21	24	19	16
Manual work	24	24	24	26	39	29	16	37	31	35	30	25
Slips/trips/falls	11	14	13	9	13	14	11	5	9	19	10	14
Engineering	1	8	1	1	0	0	0	0	0	0	0	0
Machinery	7	13	13	5	4	4	11	6	12	4	9	7
Blade	4	9	7	3	6	3	7	4	5	6	4	5
Fall from height	11	1	3	5	2	7	0	4	3	1	3	1
Others	17	10	10	2	4	6	5	8	10	5	15	12

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Safe and High-Quality Products and Services

Our Aspiration

"Delivering safe and high quality products and services, which add value for our customers. Demonstrating a true and customer focused Quality Culture on all levels of the organization with the objective to drive customer satisfaction and reduce continuously direct and indirect Quality Costs. Digital Tools, analytic methods and a high level of automation will support the Quality improvement process through all stages of a product cycle."

As part of the medium-term plan our vision is to always provide safe, high-quality products and services to our customers.



Our supporting programs focus on three key areas:

Consistent Customer Satisfaction

Right First Time Product Introduction

Operational Excellence

Customer Satisfaction

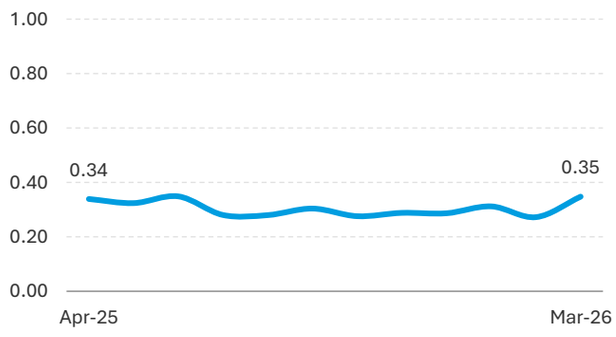
As a foundation for achieving consistent customer satisfaction the NSG Group operates with management systems certified according to ISO9001: 2015 and IATF 16949 in all Strategic Business Units.

Various Group programs are also supporting the way to our vision, like "Right First Time", "Pass Only Good Glass" or the integration of Quality into the new Manufacturing Management System. A special focus is given to the Quality Culture and Quality Behavior of our people.

The Group Quality Incident Rate (QIR) was slightly worse at the end of last financial year, whilst the medium term target remains to achieve further reductions in QIR and zero major quality spikes by FY2030/3.*

Based on the concept of an "Excellent Plant" all Group improvement tools will be used by the plants in order to achieve a high level of operational excellence measured by the new NSG Performance System

Quality Incidents & QIR Trends



*QIR is a measure of the occurrence of quality incidents affecting external customers with financial impact > JPY 0.001 bn as a ratio of sales. Major quality incidents are those with cost > JPY 0.1 bn.

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Safe and High-Quality Products and Services

Quality Culture

Quality culture relates to people's Quality awareness and behavior. Data based Group metrices and KPIs will drive improvement and management processes. Full Management Ownership on all levels of the organization is the foundation of a strong Quality Culture
The NSG Quality Culture process consists of five principal elements supported through well described Group processes and procedures including a clear definition of accountabilities. The Group Three Lines of Defense approach remains unchanged however some of the procedures and processes have been revised to emphasize a strong customer focus driving the behaviors of our people.

Quality Policy

Concern Management Procedure

Prevention has the highest priority. A global development procedure, which starts from early product development ensures, that process capabilities are aligned to customer requirements.	**new product/process** **Global Development Procedure** **Guiding Principles**
Containment and Escalation procedures ensure that quality concerns are addressed and escalated in a timely manner to give them the right priority	**Customer Quality Service Procedure** **Quality Incident Classification & Escalation Policy**
The process of preparation of a detailed **Root Cause Analysis** is described in the revised Continuous Improvement Procedure following best practice customer standards	**Obeya-like approach** **New Continuous Improvement Procedure issued Oct 2024**
Standardization of processes supports effective quality management	**Company Knowledge Procedure (Foundation FMEA, Best Practice,...)**
Continuous **Training and Education** of our people is essential to maintain a high level of knowledge and know-how	**Webinars, Training Sessions, Video Pills, Quality Day, Glass Process Training**

Group wide Quality Day

In order to give a high level of priority to Quality, a Group wide Quality Day has been in place for several years. In 2026 the Quality Day motto was "Quality: Think Differently". In all sites globally various activities were organized to increase people's awareness to quality. Multiple Quality Kaizen awards have been presented demonstrating a high involvement of all employees in quality improvement activities.
New actions were also prepared for launch later in the year such as a "Quality Focus Site" approach to support sites, on their way to Quality Excellence, or regular Quality messages, which will be published on the Group Intranet.
The Group has established a robust Quality Culture program, which has been promoted and implemented during the Quality Day through many different channels, fully aiming to Create Value for our customers and stakeholders.



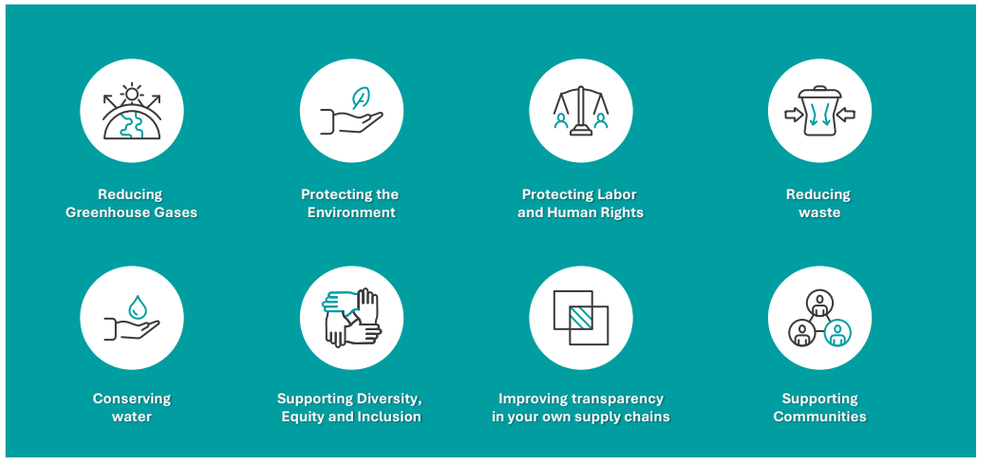
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Responsible Supply Chain Governance

NSG Group seeks to ensure a fair and sustainable sourcing process and all of our procurement professionals are trained on a range of ESG aspects including antibribery and ethics. Around 170 professionals have also been trained in Sustainability Principles and Circularity and we expect the same levels of ESG focus and commitment from all of our suppliers. We have two levels of hierarchy regarding expectations of suppliers, The Supplier Code of Conduct and The Sustainable Supply Chain Charter. The Supplier Code of Conduct sets out the minimum standards and behaviors we expect from our suppliers of Goods & Services in respect to ESG. All new and existing suppliers are required to sign the code of conduct or agree with NSG Group on an acceptable equivalent version of their own.



Launched in September 2023 the Sustainable Supply Chain Charter was developed in line with ISO 20400 methodology to enhance and accelerate actions beyond the Code of Conduct to deliver the Group's sustainability objectives. The Charter clearly outlines NSG Group's current and future ambitions in regard to 8 selected key sustainability impact areas in our supply chain. We want to work with our diverse global suppliers to make a positive impact for our customers, investors, employees and the communities we work within. To become a supply partner to NSG we expect you to work with us for continuous improvement across 8 priority areas:



Supplier engagement in FY2026/3

Our supply partners are critical to the success of NSG Group. They help us to be competitive not only in terms of cost but also in other critical aspects such as quality, supply chain resilience, sustainability, innovation, risk mitigation, ethics and diversity. The importance of suppliers to our success is enshrined in our Procurement mission statement "Leveraging our Supply Chains, Improving our World". We seek to leverage the full capability of our entire supply chain for the benefit not only of NSG but all stakeholders including our suppliers, our customers, our investors, our employees and the communities in which we operate. We seek to expand business with supply partners who share our core values and beliefs, for this reason Sustainability is a standard topic in our partners business review meetings and a broader procurement sustainability team has been involved to support.

We have also increased opportunities for small and diverse companies and launched a Diverse Supplier policy, approved by our CEO, for this in 2026. Around 3.7% of our spend is now with small or diverse suppliers, exceeding our target of 2% for FY2026/3. Contractual arrangements with suppliers, while important, must be underpinned by a strong ethical foundation based on conducting business in harmony with people and planet, supporting both to flourish and thrive. We specifically recognized that contractual terms and conditions can be a barrier for small and diverse companies and so implemented a set of terms and conditions for such suppliers (PCPX) with a reduced requirements for aspects such as warranty and insurance, thus providing practical support for them to do business with NSG. These are available on our website.

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The Charter has been a “North Star” to help us and our supply partners navigate their way towards meaningful actions and achievements on sustainability. We agreed the principles of the charter with more than 500 suppliers and covered more than 60% of our spend in the last financial year. We expect suppliers to embrace the principles outlined in this Charter and meet its requirements. Suppliers who do so will be well positioned to develop further business opportunities with NSG. We are working together with suppliers to reduce risk and increase resilience, to prioritize the areas with the most significant impact for their individual business. NSG also supports suppliers with access to training resources from the Supply Chain Sustainability School.

Human Rights and due diligence.

From FY2026/3 we started to actively monitor up to 99% of our supply base with a risk assessment tool that focuses on 4 key areas: Ethics, Labor and Human Rights, Environment and Sustainable Procurement. Visible progress on all 4 pillars is represented in the figure (a):

Figure (a) Progress of the Total EcoVadis Scores of Our Suppliers Compared with the Previous year



During this financial year, we strengthened our supplier risk management approach with a specific focus on reducing the number of suppliers identified as Very High Risk. This has been supported through the implementation of targeted improvement plans and the introduction of a new escalation process. The process provides a structured framework for managing supplier performance concerns and, where necessary, may lead to on-site audits or the termination of business relationships in cases of poor collaboration or unacceptable findings.

To date, all suppliers engaged through this process have demonstrated a strong commitment to improvement, fully cooperating with corrective action plans and remediation activities. As a result, escalation measures such as on-site audits or supplier disengagement have not been required.

While topics like: Forced or child labor, workers welfare and fair wages are a basic expectation requested by both our Code of Conduct and our PCP3 (purchasing terms and conditions) we also use the risk assessment to identify companies with poor performance and help them to improve. It is demonstrated by the results in EcoVadis with a consistent increase on average score year over year, our suppliers are rated an average of 6 point higher than the market in this areas (b), and a year over year improvement of 3.7points.(c)

We commissioned a physical risk assessment on our supply base to Willis Tower Watson to improve our contractual understanding of potential disruption with the aim of building an even stronger and resilient supply base.

Figure (b) Average EcoVadis Scores of Our Suppliers Across the Four Assessment Pillars Compared with the Manufacturing Industry Average



Figure (c) Improvement in the Labor & Human Rights Scores of Our Suppliers Compared with the Previous Year



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Decarbonization

For over a decade NSG Group has committed to energy efficiency programs globally. Since 2021 Procurement has focused on Scope 3 emissions and engaged with key suppliers to better understand supply chain CO_2 emissions and to identify and share best practice with partners. NSG Group is committed through SBTi to a 30% reduction in Scope 3 by 2030. Details of Scope 3 emissions in 2025 are shown in the following table. Reduction will not be linear as every decarbonization plan includes investment and time to implement actions. NSG is working with suppliers to map their plans and ensure they are aligned and implemented. In 2025 we registered an 8% reduction compared to 2024. By introducing more certified primary data, we are collecting suppliers' data from the categories accounting for 75% of Scope 3, and we are reporting as primary only those third party verified, with the aim to increase the proportion and eliminate dependence on spend based data. This will allow for more informed decisions in the sourcing process and a clear plan to achieve our decarbonization targets on Scope3.

Working within key material categories with supply partners NSG Group has undertaken a number of initiatives. For raw materials, which account for around 15% of the Group's total CO_2 emissions, we have worked with key suppliers to identify low-carbon raw materials. For example, handling, processing and successful glass manufacturing has been demonstrated using Dolime (CaOMgO). Together with process optimization the use of Dolime (CaOMgO) delivers CO_2 reduction which is further improved by a 50% volume reduction to the low iron batch additive. CO_2 reduction will be further enhanced by transport savings driven by lower volumes.

Furthermore, NSG continues to investigate the use of Sodium Hydroxide as a source of low carbon flux to support glass melting as well as making significant progress to increase use of recycled glass (Cullet) which reduces volume of carbonate raw materials and therefore CO_2.

We continue to increase the proportion of Group electricity coming from renewable sources from 35% in FY2024/3 to 36% in FY2025/3.

For Scope 3 we are focusing our effort on Category 1, 2 and 9, where we can have the most impact from Procurement sourcing decisions. With the support and the innovation coming from our partners we will promote impactful business decisions and support our decarbonization plan.

Category		CY2025 (kilo tonnes)
1.	Goods and Services	1,674
2.	Capital goods - refractories	43
3.	Total energy consumotion	504
4.	Upstream transportation and distribution	39
5.	Waste Generated in Operations (Excludes waste water)	2
6.	Business Travel	3
7.	Employee Commuting	15
8.	Upstream leased assets	-
9.	Downstream transportation and distribution	202
10.	Processing of sold products	643
11.	Use of sold products	-
12.	End of life treatment of sold products	5
13.	Downstream leased assets	-
14.	Franchises	-
15.	Investments	266
Total all 15 categories(Kt)		3,397

Certified by 3rd party verification

Sustainable supply chain

Supplier development

NSG Group monitors its suppliers' ESG rating indicators (KPIs) through EcoVadis (an external organization that assesses supply chain ESG performance) to continuously improve the sustainability of its supply chain. The EcoVadis rating coverage of our key suppliers (based on weighted average purchase value) has steadily increased over the past three years, as shown in Figure 1: We increased spend coverage to 73.8% versus our FY2026/3 MTP target of 71%. We continued to focus on suppliers with low EcoVadis scores and worked towards improving their scores through corrective action plans. As shown in Figure 2, the overall average score increased was maintained at target level of 60. The number of low-scoring suppliers decreased and at the same time we increased the number of suppliers assessed by EcoVadis assessment with 1,917 (+43%).

Fig1 3 Year Performance Valid Scorecard Spend %

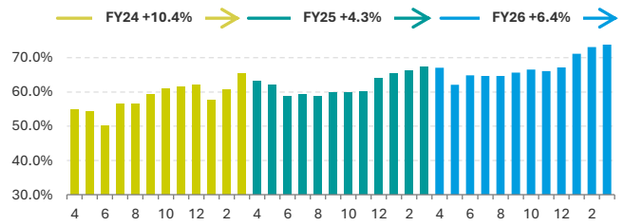
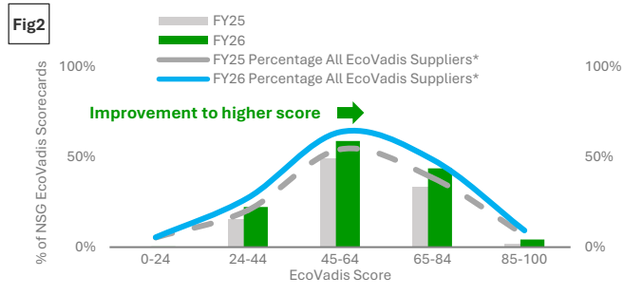


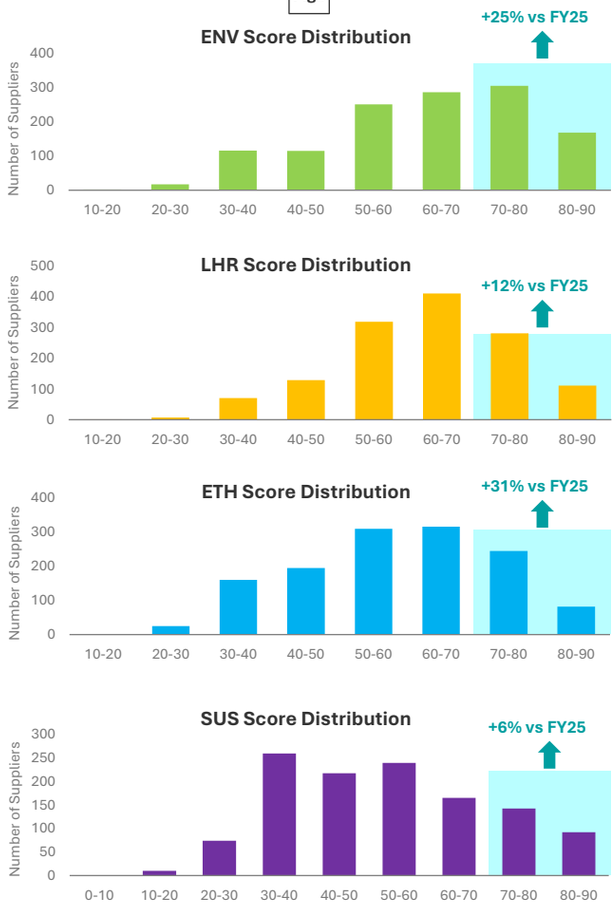
Fig2



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Figure 3 shows the scores by category for the key EcoVadis themes: environment (ENV), labor and human rights (LHR), ethics (ETH) and sustainable sourcing (SUS). Our consistent focus is delivering positive trends in all themes. EcoVadis spend coverage plus average score is a KPI in our 1st Sustainability Linked Loan in UK. CY2025 performance has been externally verified by 3rd party UK based auditors.

Fig3



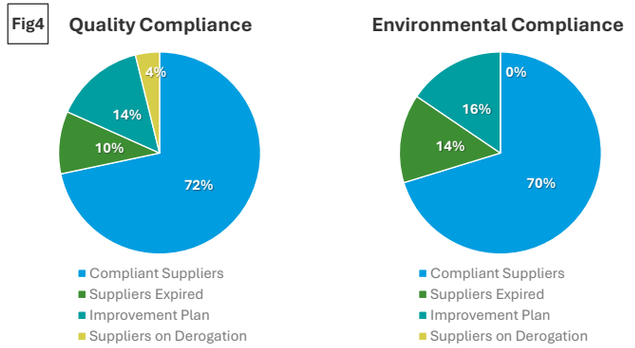
Supplier Quality & Environmental Compliance

Special attention is paid to suppliers with a potentially significant impact on the environment (HEI: High Environmental Impact). Suppliers in the HEI categories such as wood packaging, chemicals, etc. are required to sign and comply with a Supplier Code of Conduct, obtain ISO 14001 or equivalent national environmental certification and/or EcoVadis assessment. Also, for wood, paper and corrugated packaging materials we strive to minimize the negative environmental impact of these suppliers by requiring them to obtain Chain of Custody (CoC) certification from the Forest Stewardship Council (FSC) or PEFC forest certification programs for their raw material suppliers, for example. Supplier compliance status in terms of environmental aspects, such as ISO 14001, forest certification and EcoVadis scores, and in terms of quality, such as IATF 16949 and ISO 9001, is shown in Figure 4.

NSG is a member of the Responsible Mineral Initiative* (RMI) and we ensure our mining partners are fully certified, every batch material site is strictly verified at the award and monitored with a close partnership. Also, the Group is participating in ResposibleGlass as a founding member which aims to establish the first comprehensive international standards for responsibly produced glass across the entire value chain.

*Responsible Minerals Initiative (RMI): a global organization that helps companies ensure their products do not contain minerals that fund armed conflict or rely on forced labor. Members can be checked from here Members

Fig4



Strategic approach to sustainable supply chains

In 2022 NSG established a new Procurement mission fully aligned with the Group's mission "Changing our Surroundings, Improving our World". It recognizes the vital contribution that our supply partners can make to the planet and society and also to NSG's own goals in the area of Sustainability. This section of our Integrated Report will set out NSG's ambitions in this area and provide some examples of the initiatives we are working on in partnership with our suppliers.

We;

- **Align the supply chain sustainability strategy with the NSG Group's sustainability objectives**
- **Ensure that NSG is recognized as a leader in sustainability in the supply chain**
- **Assist in attracting and retaining diverse talent**
- **Follow international standard, ISO 20400: Principles of sustainable procurement.**

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As a first step we have published in September 2023 a Sustainable Supply Chain Charter outlining our long-term aspirations and commitments as part of establishing and developing a fully sustainable Supply Chain. The charter lists the commitments expected of our suppliers and the KPIs we will use to measure their progress.

As a second step on 2024 we rolled out the Charter with our key partners, in 2025 more than 500 suppliers had accepted it covering more than 60% of our spend. We are now focusing on sharing actions and experiences to improve together.

The Supply Chain Charter identified the following eight key sustainability impact themes as having the greatest impact on the supply chain.

- Reducing Greenhouse Gases
- Protecting the Environment
- Protecting Labor and Human Rights
- Reducing waste
- Conserving water
- Supporting Diversity, Equity and Inclusion
- Improving transparency in your own supply chains
- Supporting Communities

Sustainability prioritization heat maps

We strive to improve the sustainability performance of our supply chain in these eight priority areas, however, all our suppliers are impacting social and environmental values differently, depending on the materials or services they supply, their operational activities, and their geographical location.

To help us prioritize our Charter efforts most effectively, we created risk prioritization heat maps embedded in The Charter.

The heat maps will give us confidence that we are focusing our efforts for the greatest positive impact on our shared goals.

Fig5

A red cell indicates that the category of spend in that priority area is a high priority for action in this Charter.

An amber cell indicates that it is a medium priority.

A green cell indicates that the category of spend in that priority area is a low priority.

A blue cell indicates that in that category of spend there are opportunities for improvement related to that priority area inspired by good practices and supply base.

Material category	Greenhouse gas emissions	Environmental protection	Labor & Human Rights	Waste	Water	Transparency	Diversity, Equity & Inclusion	Communities
Auto Hardware Materials - Chemical								
Auto Hardware Materials - Electrical								
Auto Hardware Materials - Metallic								
Electronic Manufacturing Services								
Technical Glass Finished and Semi-Finished Products								
Technical Glass Raw Materials								
Technical Glass Process Consumables								
AGR products for re-sale								
Energy & Utilities								
Glass Surface Mirroring Materials								
Glass Surface Printing Materials								
Interlayer Materials								
Batch Materials								
Glass Surface Coating Materials								
Industrial Gases								
Glass								
IGU Materials								
Site Materials/Equipment								
Process Consumables								
Packaging								
Outsourced Manufacturing								
Interleavant Powders								
Spare Parts and Maintenance Materials								
Construction Contruct								
Refractories								
H&S Supplies								

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ESG targets and training

All levels of NSG's Procurement Team have S.M.A.R.T objectives (Specific, Measurable, Achievable, Realistic, Timely) related to sustainability. They are also required to attend various training courses on ESG items such as NSG Code of Ethics, Anti-Bribery and Anti-Corruption (ABAC), Competition Compliance and, more recently, Fraud and IS Security. In addition, with the support of our long-term partner EcoVadis, we are conducting formal ESG awareness training sessions, including practical assistance on platform functions.

For each theme, we have set four key elements: commitment; expectations of suppliers; joint aspirations, (which is what we and our suppliers aim to achieve together) and KPIs to measure and track progress. We also conduct risk heatmap analysis to establish priority themes by procurement category and region.

Fig6



Long Term ambition	Mid Term Goals (FY27/3)	Baseline	FY2026/3 results	YTD status
Ambition To reduce 30% emission from scope 1-2 and 3 VS 2018	3.2 MT of CO_2 30% reduction VS 2018 Emissions	3.9 MT all category Scope3	3.4MT -14%.	
Ambition To achieve Carbon Neutrality by 2050 SBTi	Procurement directly impacted categories	2.5MT Cat 1-2-9 only	1.9 Mt -22%	



Long Term ambition	Mid Term Goals (FY27/3)	FY26 target	result	YTD status
Suppliers supporting our NSG Sustainable Supply Chain Charter pledges	63% in spend aligned to SSCC	59%	61%	
Suppliers Code of Conduct acceptance	100%	100%	100%	
Spend covered by Risk Assessment	At least 90% of spend with EcoVadis IQ+	90%	99%	
Supply base covered with recognized ESG assessment	74% in spend covered by ESG assessment	71%	74%	
Weighted average score for all suppliers 60	Weighted average score for all suppliers 60	60	65	
Supplier spend with diverse suppliers increased	2% of spend with Divers Suppliers	n/a	4%	



Long Term ambition	Main Actions (FY26/3)	FY26 achievement	YTD status
100% procurement team trained and applying ESG principles in daily activity	Category directors involved in monthly ESG review	100%	
99% of procurement professionals trained in ESG	Percentage of procurement professionals attending "Introduction to sustainability and scope 3 training"	84%	
	Percentage of procurement professionals attending "Circularity training"	78%	
	Percentage of suppliers logged into EcoVadis academy vs total n of partners with access in our network	82%	
	Number corrective actions requested by NSG	405	

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Suppliers

In parallel we are accelerating our efforts to reduce our Scope 3 carbon emissions in line with the publicly announced 30% target as shown in Figure 6. The maturity of Procurement ESG objectives is illustrated in Figure 7. This activity has a strong cross functional governance in place, reporting directly into the Group's overall Sustainability Committee, chaired by the CEO.

Initiatives to focus on in the relevant year	FY20 Simple KPIs	FY23 Identifying Risk	FY24 Mitigating Risk	FY25 Sustainable Supply Chain	FY26 Sustainable Supply Chain	FY27 Delivery of Goals
EcoVadis	Target Spend Coverage by weighted average based on purchase price Average Score Average EcoVadis rating score of major suppliers	● FY22 plus : Key Supplier Targets 60% spend 60% score ● Improvement through supplier collaboration and low score action plans	● FY23 plus : 65% spend 60% score	● FY24 plus : 68% spend ✓ 61% score ✓	● FY25 plus : 71% spend ✓ 61% score ✓	● FY26 Plus: 74% spend 60% score
other			● Additional to EcoVadis – Deliver Sustainable SC strategy based on ISO methodology. – Publish Supply Chain Charter. – Finalize Long Term sustainability Targets. – Deliver 50% NSG Renewable Electricity in 2024 – Finalize Roadmap for Scope 3 CO_2 target – Implement Intelligent Risk Mapping	● Additional to EcoVadis ✓ Roll out engagement of Sustainable Supply Chain Charter. ✓ Expand Procurement Sustainability team structure to provide more support locally. ✓ Continue to expand NSG Renewable Electricity ✓ Finalize Roadmap for Scope 3 CO_2 target ✓ Implement Intelligent Risk Mapping	● FY24 plus: ✓ Deliver improvement on 30% Scope 3 CO_2 reduction vs 2018 baseline – Increase Renewable Electricity Aspire to 100% Renewable Electricity ✓ Deliver all objectives resulting from FY25 strategy. ✓ Integrated Supplier Risk Management system ✓ Supplier diversity program fully embedded.	● Additional to EcoVadis – Leverage sustainable decisions in the sourcing process. To build even more resilience – Reduce number of supplier class as high risk or very high risk – Continue to register scope 3 reduction linked to supplier's actions – Promote innovation in the supply chain. – Implement escalation process on ESG matters.

Fig7 **Group Procurement - ESG Objective Maturity**

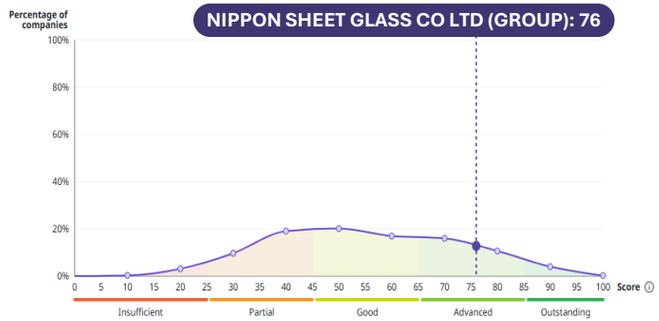
External evaluation in FY2026/3

We are very pleased to announce that as in FY2026/3 we were again recognized that our efforts in working with our suppliers to improve in areas of ESG have been endorsed by an external assessment. We have been recognized by CDP in their most recent evaluation for CY2025 as a Leader in Supplier Engagement.

CDP is a non-profit organization that manages a global disclosure system for investors, companies, cities, states and regions to manage their environmental impact on climate change, water security and deforestation.

We use EcoVadis to cover and assess not only our procurement base, but also the requirements of our customers and investors. On the theme of 'sustainable procurement', we have managed to improve our score of 76 out of 100 points. This places us in the top 3% of the glass industry.

Supplier Engagement Leader
CDP
2025



NSG Group has also taken the step in 2023 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. NSG is proud to join this group to help drive the program for Sustainable Procurement forward with even greater speed. In 2023 NSG contributed important materials for the SPP "Guide" document which supports organizations to improve on their ESG agenda and targets. In 2025 NSG actively participated to the release of SPP Guiding Principles for Integrating Carbon Pricing into Procurement with the aim to define the correct methodology to include sustainability in our sourcing decision process.

Sustainable Procurement Pledge | Let's drive change. Together.

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Ethics and Compliance

Ethics, Safety and Quality are essential for NSG Group to achieve sustainable growth.
NSG Group has in place the Group Ethics and Compliance (E&C) function and implements ethics and compliance programs in accordance with "Fundamental Policies of the Company on creation of effective internal control system of the Group" established by the Board of Directors.
Group E&C supports the Group in achieving its goals by assessing and analyzing ethics and compliance risks and establishing ethics and compliance programs that align with the Group's strategic goals to ensure the success of our business.
Ethics & Compliance is positioned as the Group's Materiality along with Safety and Quality. We are committed to partnering with stakeholders and gaining trust from them by regularly improving the ethics and compliance programs to address Group risks. We, therefore, have established targets for FY2027/3. Please see the following chapters for the specific KPIs.



Michael Kiefer
Executive Corporate Officer
Chief Legal Officer (CLO),
Chief Ethics & Compliance Officer (CE&CO)

Code of Ethics and Education

The NSG Group Code of Ethics broadly covers the ethical behavior expected of our employees in the workplace, including compliance with all laws and all major Group policies, procedures, and guidelines. The Code was refreshed in FY2026/3 to reflect how we work today and to support the challenges and opportunities ahead. Key updates include:

- **Clearer guidance on speaking up and non retaliation**
- **A stronger focus on mental health under Health & Safety**
- **Updated expectations on human rights**
- **Enhanced emphasis on Diversity, Equity and Inclusion**
- **A new section on the responsible and ethical use of AI**
- **Reinforced expectations around frank communication**
- **Sharper guidance on accurate records and transparency**
- **New content on social media and truth in advertising**
- **An interactive PDF format**

The Group's new employee education is to cover not only the Code of Ethics, but also conflict of interest, fraud and IS security. Even for other existing Group employees, the IS security education is mandatory. Key Roles* for competition law compliance (CC) and anti-bribery and anti-corruption (ABAC) are also required to complete the relevant online education. The education modules will be assigned to the Group employees accordingly through the education interface "NSG Learn". We will continuously monitor its effectiveness as well as the completion rate of the educations.

The annual education campaign in FY2026/3 achieved 100 percent completion rate of the relevant trainings. One of the KPIs for FY2027/3 is 100 percent completion of ethics and compliance education. We will continuously make our best effort to keep the KPI.

*Employees who meet the Group's criteria regarding risks of competition law compliance (CC) and anti-bribery and anti-corruption (ABAC)

1,028

New starters completed the training packages at their onboarding

FY2026/3

4,965

Key Roles completed the CC and/or ABAC trainings accordingly

FY2026/3

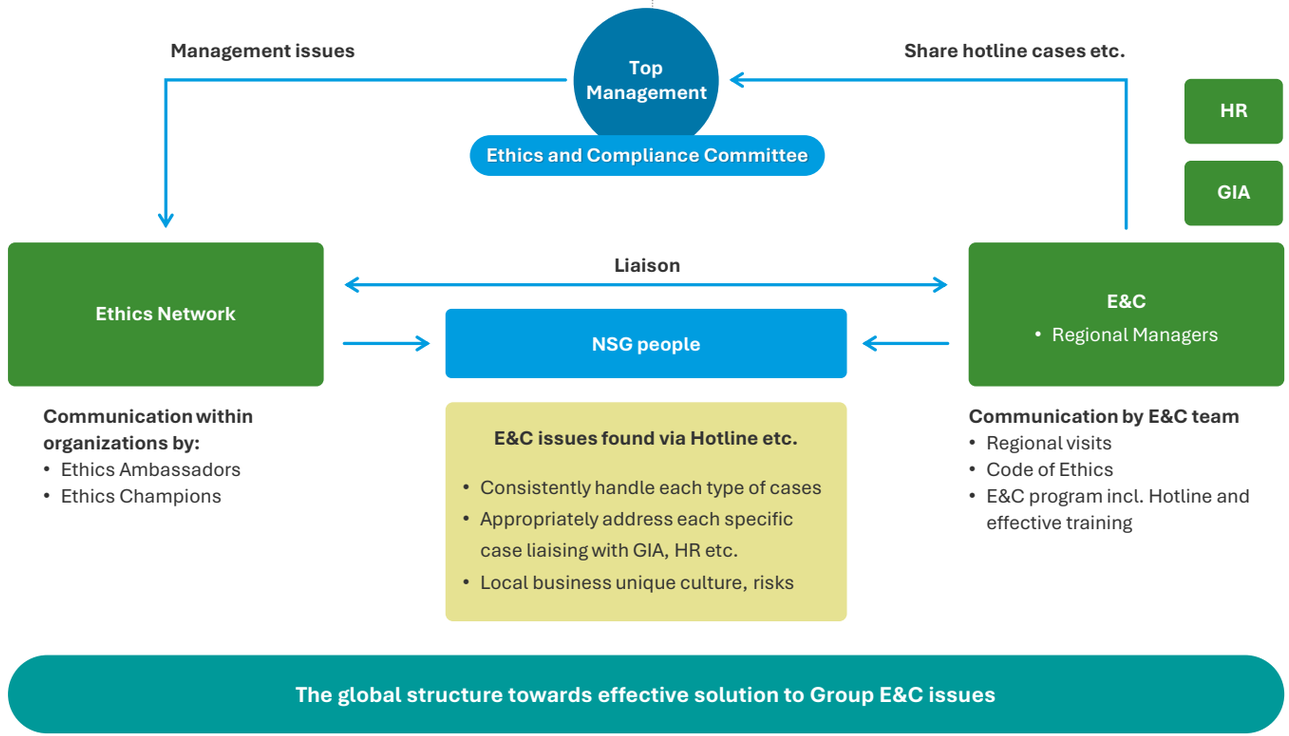
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Ethics and Compliance Development Structure

Group E&C's responsibilities include the development, implementation and maintenance of an integrated internal ethics and compliance management and control system, as well as the creation and review of relevant Group policies and procedures.
Under the CE&CO's leadership, E&C Director is responsible for managing the whole ethics and compliance program with E&C regional managers in Europe, North America, South America and Asia to embed E&C culture into the whole organization as well as cover risks in each region.
The Ethics and Compliance Committee, chaired by CE&CO and consisting of CEO and other executive members, was established in FY2025/3 to oversee the ethics and compliance programs and improve further its effectiveness. The Committee meeting was held twice in FY2026/3.
A Global Ethics Network is aimed to enhance the ethical culture and monitor compliance risks throughout the Group. The Ethics Network consists of senior managers who have been appointed Regional Ethics Ambassadors and Ethics Champions. Both roles will play a vital part in the communication and promotion of the Code of Ethics by leading and championing ethics and compliance in their local region or function which in turn will help embed ethics into the business. Group E&C puts importance on local communications to reach out to local business/function people, liaising with the relevant Ethics Ambassadors and Champions.
Under the development structure mentioned above, NSG Group establishes, implements and improves the ethics and compliance programs. Moreover, we believe it is important to understand employees' awareness of the programs for further improvement. The KPI for FY2027/3 is, therefore, 90 percent or more agreement/favorability from employees as the evaluation of the ethics and compliance programs. The FY2025/3 result of 70% employee favorability did not meet the first-year KPI target of ≥90%. However, this baseline provides valuable insight into employee perceptions and highlights key areas for improvement. Targeted actions are already underway to strengthen engagement and awareness of ethics and compliance, including the rollout of a new Code of Ethics, enhanced communication plans, and increased leadership messaging to reinforce expectations and culture. These measures are expected to improve understanding, trust, and overall favorability in the next evaluation cycle.

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Ethics Ambassadors across SBUs and Functions all over the world



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Communication on Ethics and Compliance

The Group has set Ethics and Compliance Week every year since FY2022/3, which reconfirms our commitment to ethics and compliance, raising awareness of its significance for the Group business. Various events are held throughout the Group organizations such as message videos from the executives and senior managers including C-suite, daily communications, regional activities and relevant online educations during the Week. The theme of the FY2026/3 E&C Week was "Code of Ethics." We raised awareness of the revised Code of Ethics, and discussed how we put into practice ethics throughout the organization, maintaining the reputation of NSG Group, thus ensuring the success of our business.

Top level communications regarding ethics and compliance were made four times in FY2026/3 including the above-mentioned message videos from the top management during E&C Week. Additionally, E&C regional managers visited major production sites in their regions to reach out to the shop-floor workers there trying to make more direct and better communication with them about ethics and compliance.

Group E&C periodically issues Group Ethics and Compliance Briefings to employees. The Group's communications team translates the briefing into multiple languages and distributes to all NSG Group locations, which is also made available on the Group's Intranet. In addition, each regional E&C manager issues regional E&C newsletter to the relevant local employees.

Group E&C shares with the heads of Strategic Business Units and HR the case details reported via the E&C Hotline system to help improve the workplace environment and even business performance while taking care of its confidentiality.

Respect for Human Rights



NSG Group
Human Rights Policy

NSG Group is an International Company operating in many countries around the World. NSG recognizes business cultures and practices around the world are diverse. The NSG Group's commitment to respecting human rights is reflected in the way we run and operate our business as well as in our polices and guidelines. We respect human rights in accordance with the United Nations (UN) Universal Declaration of Human Rights, the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, the United Nations Guiding Principles on Business and Human Rights (UNGPs) and, the UN Global Compact including any related conventions.

NSG Group has further identified Human Rights areas which are most relevant for the Group.

- ***Data protection***: NSG Group is committed to protecting the rights and privacy of past, present and prospective customers, suppliers and employees. Information about individuals must be collected and used fairly, stored safely and securely and only be disclosed in a way that is consistent with international best practices and applicable laws and will not be stored for longer than necessary.
- ***Equal treatment***: As a diverse, multinational company, NSG Group aims to create equal opportunities for all employees regardless of any individual difference including, but not limited to, about personal background, race, color, creed, nationality, age, marital/partnership status, pregnancy and maternity, gender, gender reassignment, sexual orientation, religion or other beliefs, ethnic or national origins, disability, union membership, political affiliation, other status protected by law. NSG Group will treat all individuals equal considering the responsibilities of their position during recruitment and selection, compensation and benefits and training, promotion, transfer or termination of employment.
- ***Fair Wage Practices***: NSG Group will pay workers a fair wage and benefits that meets their basic needs and enables them to have an adequate standard of living in the country of their employment, as defined by a credible authority such as the Global Living Wage Coalition.
- ***Harassment***: NSG Group will not tolerate any form (physical or verbal) of sexual harassment, intimidation, and discrimination on the basis of any individual difference including, but not limited to, about personal background, race, color, creed, nationality, age, marital/partnership status, pregnancy and maternity, gender, gender reassignment, sexual orientation, religion or other beliefs, ethnic or national origins, disability, union membership, political affiliation, other status protected by law.
- ***Abuse of Labor***: NSG Group will treat each employee with dignity and respect, and will not use corporal punishment, threats of violence or other forms of physical, sexual, psychological, or verbal harassment, abuse or intimidation.
- ***Forced Labor***: NSG Group will not use forced, bonded, prison, military or compulsory labor.
- ***Child Labor***: NSG Group will not use child labor. The term "child" refers to any person employed under the age of 15 (or 14 where the law of the country permits), or under the age for completing compulsory education, or under the minimum age for employment in the country, whichever is greatest.
- ***Freedom of Association***: NSG Group respects the rights of employees to associate, organize and bargain collectively in a lawful and peaceful manner, without penalty or interference.
- ***Supplier Principles***: NSG Group expects all suppliers to adhere to local laws and regulations, to the articles of the United Nations Universal Declaration of Human Rights and the core standards of the International Labor Organization. Detailed expectations are outlined in the NSG Group Sustainable Supply Chain Charter and Supplier Code of Conduct. For details, click here.

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In FY2024/3, the Group formulated Human Rights Policy where we identified the most relevant human rights areas for the Group with our commitment in each. (Click here for more information)

In FY2026/3, Ethics and Compliance Committee identified gender equality, equal treatment, and harassment as most salient human rights concerns for the Group. We fulfill our responsibilities by taking the following measures to address these and other human rights areas.

NSG Group believes that respecting human rights is not just a legal obligation but a moral imperative. We are committed to making a positive impact on the lives of our employees, customers, and communities, and we hold ourselves accountable to the highest standards of ethical conduct.

Training and Awareness	We provide regular training to our employees on human rights issues and our policies, ensuring awareness and understanding at all levels of the organization.
Monitoring and Reporting	We continuously monitor our operations and supply chains to ensure compliance with our human rights commitments. We encourage reporting of any human rights concerns including through our confidential Ethics and Compliance Hotline.
Collaboration	We collaborate with stakeholders, including governments, NGOs, and industry peers, to promote and uphold human rights standards.
Continuous Improvement	We are committed to continuous improvement, regularly reviewing and updating our policies and practices to align with evolving human rights standards.

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Conflict of Interest Disclosure

Under our Code of Ethics, all employees are responsible for acting in the best interest of the Group. Employees are required to disclose any interest, activity or investment which actually or potentially could cause conflict against that of the Group. Group E&C reviews all reported disclosures and discusses certain matters with the relevant business or function managers if necessary. Feedback is provided to all reporters and in some cases, possible plans to mitigate exposure are also provided.

Activities for Competition Law Compliance and Anti-Bribery/Anti-Corruption

Regarding certain high-risk areas in the Group business such as competition law compliance (CC) and anti-bribery and anti-corruption (ABAC), NSG Group establishes and controls relevant policies, procedures and manuals. These internal rules stipulate a wide range of matters accordingly such as specific types of prohibited actions, the necessity and importance of compliance, and the impact of any violations to ensure that the Group conducts business in compliance with relevant laws of all countries where we operate.

The ethics and compliance KPI for FY2027/3 includes the target of zero case being fined associated with CC or ABAC violations.

There were no violations of competition law and anti-bribery and anti-corruption law in FY2026/3.

As mentioned in "Code of Ethics and Education" above, employees who meet the Group's criteria for CC and/or ABAC risks are appointed Key Roles accordingly and required to complete the relevant online educations at onboarding and annually, which includes explanations of the applicable laws and regulations and internal policies and requirements under the ethics and compliance programs as well.

Further, to ensure transparency of employees' actions, NSG Group policies provide reporting requirements about CC and ABAC. Group E&C centrally manages an online reporting system where employees are required to document or obtain prior permission from Group E&C whenever they contact our competitors, join a trade association, (CC risk controls), make charitable contributions, give or receive certain amount of gifts and entertainment, do businesses with third parties, and interact with public officials (ABAC risk controls). E&C regional managers confirm or approve the specific requests and notifications considering their regional or countries' risks.

NSG Group monitors around 500 third parties such as agents, consultants and joint venture partners that meet certain risk criteria of ABAC. This process includes due diligence, assessment and reputational screening.

Reporting of Concerns – Ethics and Compliance Hotline

NSG Group is committed to maintaining an environment in which employees can report, without fear of retaliation, any conduct they know of or suspect to be in violation of law, Group Code of Ethics policies/procedures or guidelines including customer harassment and misconduct in research.

For this purpose, the Ethics and Compliance Hotline system provides an easy and simple way to report concerns.

This Hotline system is also available for any stakeholders outside the Group including job applicants, former employees and freelancers who have a current or past contractual relationship with NSG Group.

Managers who received the ethics or compliance concerns from their colleagues must file the designated reporting form (Manager's Report Form) or report it directly to Group E&C if they believe that it has a potential adverse or negative legal, financial or reputational impact on NSG Group.

Since inception in FY2013/3 there had been 1517 reported concerns managed via the Ethics and Compliance Hotline system as of the end of March 2026. FY2026/3 experienced 265 concerns reported via the Ethics and Compliance Hotline and Manager's Report Form. Group E&C continues to analyze variance between the number of the actually received reports vs. the benchmark data, as well as details and trends of the reported cases so that the Group will take necessary actions for improvement.

The ratio of reports from Manager's Report Form (MRF) was 40 percent of the total reports in FY2026/3. (Increase by 8 points from FY2025/3) MRF is a platform for handling the cases reported to or consulted with managers first, which indicates some degree of "transparency" in the workplace. The benchmark is that 30 percent cases are reported through MRF. Group E&C continues to promote the Reporting of Concerns system including MRF via various communication channels such as internal bulletins and newsletters.

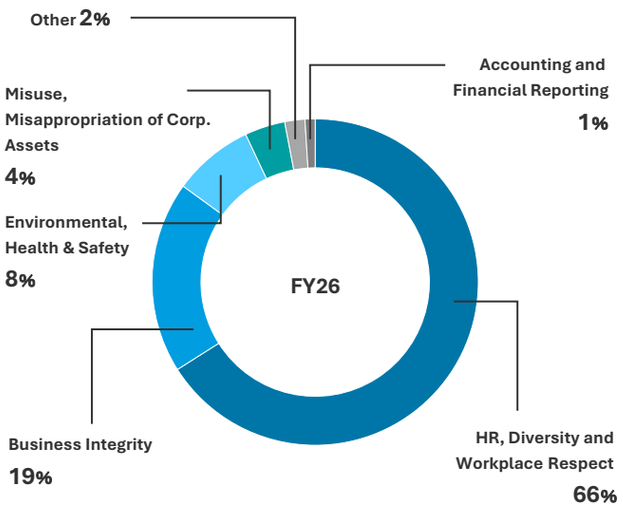
NSG Group constantly measures the effectiveness of the system by using the metrics against the benchmark region by region.

Hotline
Open to third parties
Anonymous report is acceptable unless prohibited by law.
Available 24 hours a day, 365 days a year, in multiple languages
Toll free
Anyone can ask questions.
Operated by a qualified third party with a data privacy module

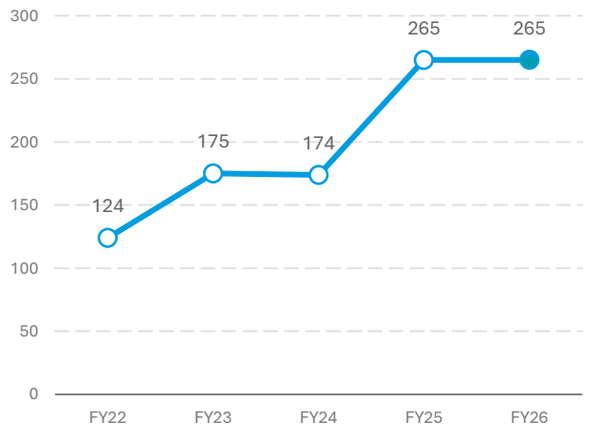
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Ethics and Compliance

Categories of the reported concerns



Numbers of reported concerns



To embed transparent and fair corporate culture into NSG Group how does it work?

Hotline

Transparency In All That We Do

Safety net when the report to managers does not work

Employee is encouraged to report concerns to managers unless it is inappropriate → The manager needs to report E&C concerns* to E&C or via Manager's Report Form → **Manager's Report Form** → E&C handles and investigates the case as necessary liaising with relevant Functions

*Any concern that could potentially have an adverse or negative legal, financial or reputational impact on the Group.

You can see the general trend of increasing numbers for the last few years. We understand that the recent actions have contributed to such increase of the reported cases; such as creation of or revisions to the relevant policies and our constant and continuous communications regarding the Reporting of Concerns System including Hotline through various channels like the aforementioned newsletters and online educations. NSG Group has set a KPI for FY2027/3 of raising the ratio of substantiated reports, including partially substantiated reports to 45 percent or more. While seeing consistent numbers of reports ("quantity") as a result of our efforts mentioned above, we are now trying to analyze "quality" of the reports. For FY2026/3, the substantiated reports rate was 35% with 14% partially substantiated. Even if a report is not substantiated, it is of course still important as being reported. Our aim is to create a work environment in the organization that will enable us to address concerns more effectively by focusing on the ratio of substantiated reports as well.

The Group Policies on Ethics and Compliance and Reporting of Concerns which were revised in FY2021/3 more clearly define the managers' reporting requirement and the process of the case investigation and its follow-up. The Group Anti-Retaliation and Reporter Protection Policy explicitly provides that the Group never tolerate any form of retaliation against those who report concerns in good faith. The KPI for FY2027/3 is zero retaliation cases. There were no cases of retaliation identified in FY2026/3.

We will keep implementing measures to ensure that employees and stakeholders of the Group can report in good faith any concern without fear of retaliation.

This global Hotline would be also deemed as "Internal Whistleblowing System" for NSG and its consolidated subsidiaries in Japan in the context of the Whistleblower Protection Act of Japan.

We will continuously strive to embed "Transparency In All That We Do" committing to more open corporate culture.

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Human Capital: Empowering Value Creation

Yellow highlighting indicates changes from the previous year's manuscript.
NSG Group addresses "Human Capital" as one of the material issues (materiality) based on Our Vision, the management principles set out in 2018 to achieve the sustainable growth of the Group and contribute to a sustainable society in the medium to long term. People are the "capital" and are essential to the business, both to sustain our business and to achieve growth. NSG Group believes that a strong corporate culture, an effective human resources system, and a work environment that is inclusive and provides opportunities for employees to develop and grow are essential. In short, this is the goal of "Human Capital Investment" and the role of the CHRO and the HR teams around the world is to enhance the effectiveness and efficiency of this investment and to continue to drive the growth required to meet our business objectives.



Denise Haylor
Director
Senior Executive Officer
Chief Human Resources Officer (CHRO)

Our HR Strategy

We recognize our employees as a core driver of sustainable value, and this does not change year over year. Building a robust and high-performing workforce and organization is pivotal to our strategy. Our HR strategy is aligned with our Medium-Term Plan "2030 Vision: Shift the Phase" and is designed to foster inclusion, attract talent, and create opportunities to develop our people.

Our strategic objectives remain the same:

- **Cultivate a culture anchored in our core values**
- **Attract, develop and retain talent**
- **Strengthen team capabilities to drive innovation forward**
- **Continuously improve the people experience**

We have identified key focus areas that will be pivotal in delivering our strategy and will drive value in alignment with our strategic objectives, which are detailed later in this report. At the end of this section, we have highlighted key operational and performance metrics which illustrate improvements we have made over time, including the year-on-year increase in the percentage of female managers, now at 18.2%, and the continued reduction in female attrition, from 18.6% at the end of 2023 to 10.3% at the end of 2025. We also continue to see the percentage of women across the organization rise year on year, now at 19.1% (vs. 18.2% in 2024).

Human Rights, Employee Wellbeing and Health Management

Our approach to Human Rights and Wellbeing forms the foundation of our HR strategy, shaping our MTP and reinforcing our commitment to sustainable and responsible growth. At the heart of NSG Group's corporate philosophy are six Core Values that guide our operations and behavior. Foremost among these is our commitment to "Respecting Others and Unleashing Their Potential", reflecting our long-standing belief that people are our most important asset. Complementing this is our second Core Value: "Exemplifying Trust and Integrity".
These principles are embedded in the NSG Group Code of Ethics, which outlines the expected standards of conduct for all employees. The Code affirms our dedication to safety, respect for human rights, personal accountability, and open, inclusive communication. It explicitly acknowledges internationally recognized human rights and reinforces our commitment to ethical and responsible business practices.
We recognize that a safe and healthy work environment is not only essential, but a reflection of our respect and care for every individual within our organization. Our commitment to this can be seen in the continuous improvement of health and safety management and our strong safety culture across all sites.
Our Equal Opportunities and Diversity Policy prohibit discrimination on any grounds, including but not limited to race, ethnicity, nationality, gender identity, sexual orientation, age, disability, religion, political affiliation, or any other status protected by law. This policy underpins our efforts to foster a diverse and inclusive workplace where all individuals are treated with dignity and fairness. Further details relating to DEI are discussed as part of our Key Actions below.



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Health Management and Wellbeing (Japan)

Building on our belief that “People are our most important asset”, NSG Group recognizes that promoting employee health is essential to enabling individuals to perform at their best. This, in turn, drives the sustainable enhancement of the company's overall value. Reflecting this commitment, we issued a “Health Management Declaration” in Japan in January 2020.
Based on this Health Management Declaration, we promote strategic health management activities from a management perspective, with the aim of creating an environment in which employees can thrive, promoting health, and increasing engagement. Under the leadership of the President and CEO, we have established an organizational framework to strategically implement and promote a range of company-wide initiatives.

Health Management Declaration

In order to improve the sustainable value of the Group and contribute to society, we believe that the health of employees and their families is the foundation.

Since its establishment in 1918, Sumitomo's philosophy of “People are our most important asset” has been valued, and “Respect others and unleash their potential” has been set as the first Core Value in the current corporate principles of “Our Vision”.

Based on this idea, the Group is working to promote the health of each and every employee and advance health management so that employees can maximize their abilities.

January 1st, 2020
Nippon Sheet Glass Co., Ltd

Main Initiatives

1.Improving health literacy (health awareness) and promoting health among employees and their families

Each fiscal year, company-wide policies, initiatives, and progress related to health and productivity management are discussed at meetings attended by the CEO and the Strategic Business Unit (SBU) Heads. Additionally, efforts are made to foster a sense of unity through employee briefings at all-hands meetings held at each manufacturing site, as well as through committee activities involving employee representatives. We aim to raise health awareness by offering educational seminars on a variety of health promotion topics, while also sharing relevant health information. Furthermore, based on the belief that maintaining and improving employee health is a foundation for the sustainable enhancement of corporate value, we expanded these health management initiatives in FY2027/3 beyond Nippon Sheet Glass Co., Ltd. to include our subsidiary companies in Japan. By sharing health-related challenges, best practices, and information across the Group, we aim to enhance health awareness throughout the NSG Group and support its sustainable growth.

2.Medical checkup

We identify and support individuals with abnormal findings through regular medical checkups conducted twice a year, along with specific health guidance. In collaboration with the health insurance association, we follow up on various medical checkups and health guidance activities, and the results of the scoring report indicate improvements in health scores. Furthermore, by leveraging health checkup data and promoting digital transformation (DX), we aim to enhance the visibility of employee health conditions and improve the accuracy of health data analysis. These activities are not limited to a single fiscal year, but rather are carried out with a medium-term perspective, in consultation with medical professionals, labor unions, and health insurance associations.

3.Measures against lifestyle diseases

In the employee cafeteria, we offer menus with reduced salt and ensure alignment with a healthy calorie intake. We also improve nutritional balance, provide nutritional guidance, set up consultation desks, and provide information. To encourage healthier exercise habits, we are enhancing our training facilities, partnering with external institutions, and holding a variety of events. For smoking reduction measures, we hold in-house events such as seminars, provide ongoing health guidance to employees who wish to quit smoking, and subsidize outpatient smoking cessation treatment costs. We are aiming to achieve a complete smoking ban during working hours by the end of March 2027.

4.Improved mental health and employee engagement

The Stress Check Program has been conducted in Japan since 2016. While Group-level results are available, employees' stress levels vary by organization and job role, so we provide feedback to each organization to help reduce work-related stress. We aim to enhance employees' satisfaction and engagement with their work and the company, as these are closely linked to employee wellbeing - encompassing physical, mental, and social health - which in turn fosters greater enthusiasm and motivation at work. We also believe it is important to hold a variety of events to strengthen unity, foster a sense of connection within the Group, and improve workplace communication. To support this, we provide training for managers and supervisors.

5.Work style reforms

We believe that empowering a diverse workforce to choose diverse working styles - such as creating an environment where employees with childcare or eldercare responsibilities can work comfortably, strengthening the management of working hours, reducing total working hours, and increasing the rate of paid leave taken - will contribute to the vitality of the company. We are advancing these initiatives through ongoing discussions between labor and management.
The NSG Group is working to improve the environment to support diverse working styles. We are reviewing how individuals work and aim to shift to a new way of working that maximizes productivity and performance.
Our people are our source of competitive advantage, and we will continue to have our people at the center of what we do.



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Human Capital: Empowering Value Creation

The key indicators of Nippon Sheet Glass related to health management are as follows:

Health Indicators (Japan Only)	Measurement / category	FY2023/3	FY2024/3	FY2025/3	FY2026/3
Absenteeism	Percentage of employees on sick or injury leave out of total employees.	0.8%	0.9%	1.1%	**0.9%**
Presenteeism	WHO-HPQ	34.3%	34.6%	34.5%	**34.4%**
Work Engagement	Engagement measurement through employee stress checks	-	-	48.5	**49.0**

Work Life Balance	Measurement / category	FY2023/3	FY2024/3	FY2025/3	FY2026/3
Annual paid leave utilization rate	Number of annual paid leave days taken / Number of annual paid leave days granted x 100	76.0%	79.7%	83.5%	**85.0%**
Average monthly overtime hours per person		10	11	9	**8**
Parental leave utilization rate	Female	100%	100%	100%	**100%**
	Male	23.1%	38.1%	41.0%	**92.3%**
Turnover rate		3.0%	1.5%	1.3%	**2.9%**

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Key Strategic HR Actions

To further turn our Global HR Strategy into meaningful action, we have identified several key initiatives. These have been carefully designed and are aimed at creating real value. We have already made significant progress in FY2025/3 and FY2026/3 and will continue to accelerate over the next three years.



Diversity, Equity & Inclusion (DEI):

– **Fostering an inclusive workforce ecosystem and culture that empowers everyone to perform at their best.**

During FY2026/3, we continued to strengthen Diversity, Equity and Inclusion (DEI) across NSG Group. We refreshed our four-year DEI roadmap, setting out clear priorities to improve recruitment, exit interview practices, employee development, and community engagement.

Every Strategic Business Unit (SBU) and Group Function now has its own DEI action plan, ensuring our global priorities are translated into local actions.

Alongside this, we continued to progress several global HR initiatives, including inclusive recruitment guidance, DEI awareness programs, standardized onboarding and exit interview processes, and the publication of a global statement on community engagement.

We also refreshed our global DEI intranet site in line with our Create. Inspire. Belong employer branding. The site contains our DEI principles, news, and resources, helping employees better understand our approach and supporting our work to make a positive impact in the communities where we operate.

Improving representation remains a long-term priority. At the end of 2025, women represented 18.2% of managers globally, compared with 18.0% in the previous year. While this demonstrates continued progress, we know there is more to do. Our focus remains on strengthening leadership accountability, improving the use of workforce data, and developing diverse talent pipelines as we work towards our target of 30% female managers globally by FY2030/3.

DEI is an enduring commitment for NSG. We are creating an environment where everyone can be their best and true self.

Value we will create

Talent attraction

- Able to attract a broader talent pool as our efforts signal that NSG welcomes individuals from all backgrounds, encouraging more diverse candidates to apply.
- Demonstrates social responsibility, enhancing reputation with customers, investors, and future employees.
- Inclusive hiring practices create a fairer and more welcoming candidate journey, increasing the likelihood of offer acceptance.

Employee engagement

- Inclusive environments promote open communication and build a sense of belonging, psychological safety, and trust, leading to higher employee satisfaction and engagement.

Innovation

- Bringing a wider range of perspectives, experiences, and backgrounds together leads to more diverse idea creation, and greater inclusion encourages people to share these ideas.
- Diverse teams solve problems faster and more effectively due to varied viewpoints and approaches. When diverse teams are also inclusive, they avoid groupthink.

Retention

- When employees feel seen, heard, and valued for who they are, they are less likely to experience isolation and exclusion and more likely to stay with the organization.
- Fair access to development, promotions, and rewards improves retention and career progression for underrepresented groups.

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HR Digital

– utilizing global technology to transform how we operate.

In FY2026/3, we continued to progress our HR Digital strategy, building on the work completed during the initial phase of our HR Digital program. Using insights gathered through our global activity analysis, we further developed our understanding of how people, processes, data, and technology can be aligned to support a more efficient, scalable, and employee-focused HR function.

During the year, our focus was on strengthening the foundations required for future transformation. This included advancing work on our global data framework and improving data governance and consistency.

As part of our HR Strategy, we remain committed to establishing a future-ready HR operating model supported by scalable digital solutions. We are continuing to evaluate global technology options and develop a business case that delivers sustainable value across the Group.

Outcomes

- **Centralized data and analytics with improved data quality and reporting capabilities**
- **Aligning people, processes, and technology more effectively**
- **Better use of Shared Service Centers**
- **Improved and more streamlined processes with the introduction of supporting digital tools**

Value we will create

Employee experience and engagement

- Aligned operations delivering consistent customer-focused service.
- Better and simpler experience for leaders managing global teams.
- Improved trust from our stakeholders due to greater data integrity.

Efficiency and cost saving

- Reduced administrative overhead because of fewer manual processes.
- Saving time and resources due to less need for data cleaning and rework.
- Increased productivity and cost optimization through streamlined workflows, reduced duplication, and better resource allocation.

Speed and agility

- Improved decision making because of better data visibility, enabling leaders to make informed, timely, and confident decisions with data.
- Faster decision making through clearer HR roles and responsibilities.
- Easier to scale HR Operations so, as the organization grows, our digital systems and operating model can handle increased volume without a proportional increase in HR headcount.
- Greater agility allowing for faster response to market changes or customer needs, and easier adaptation to new technologies or business models.

Governance and controls

- Greater governance and controls ensure consistent execution and compliance and reduce operational risk through improved oversight. This supports compliance with legal and industry standards, reducing the risk of fines or reputational damage.

Employee Value Proposition (EVP)

Establishing a genuine and trusted employer brand.
Please see the special feature article on our employee value proposition.

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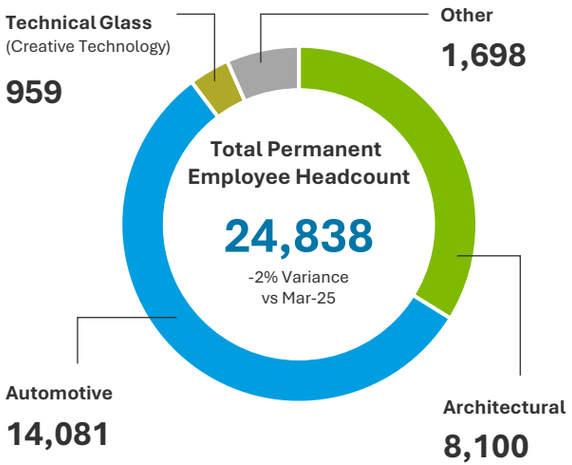
Future Outlook

We will continue to invest in our people to ensure we remain agile and competitive. Our focus will continue to be on DEI, Digital, and embedding our value proposition, as outlined above. In addition to these three core focus areas, we also intend to increase our efforts in Talent Acquisition with the aspiration to be seen in the external market as a great employer and a great place to work. The key actions above have demonstrated the value we will create in relation to attracting talent, and we intend to do more in this space to drive even greater value in the future. These are enduring initiatives and are designed to underpin and enable our Shift the Phase strategy. Our people are key.

Key HR Metrics

Workforce Size

As at end of March 2026. Permanent only.



Recruitment & Attrition

Based on 2025 full calendar year.

Starters	**2,252**
Leavers	**3,016**
Voluntary	1,681
Involuntary	1,335
Attrition Rate	**11.0%**
vs PY	-1.8%
Voluntary	6.3%
Involuntary	5.0%

Regional Attrition Rates

Asia	**5.5%**
vs PY	-1.0%
Europe	**8.0%**
vs PY	-1.3%
North America	**27.3%**
vs PY	-7.6%
South America	**9.9%**
vs PY	+1.6%

Employee Engagement

Survey Results for FY2026/3

Participation	Engagement
82%	**75%** Favorable

Business Area Engagement
% Favorable

Architectural		**72%**
Automotive	AGR	**86%**
	OE	**75%**
Functions		**79%**
Creative Technology		**71%**

Training & Development

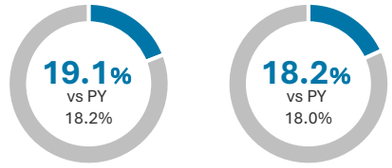
As at end of December 2025

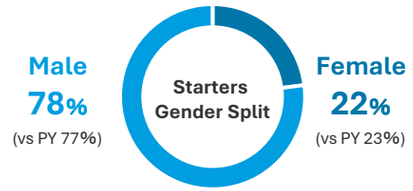
Off-the-job	**20,236 Days**
On-the-job	**36,249 Days**
Total investment in training days	**56,486 Days**

Diversity Metrics

As at end of December 2025.

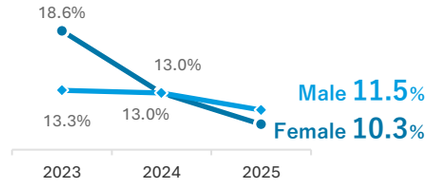
Gender split (Headcount)



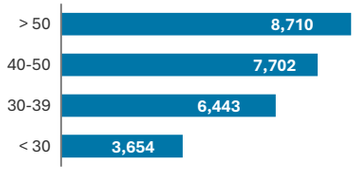


Attrition rate

Attrition rate based on full calendar year.



Age distribution (FTE)



Average age	Average tenure
43.7 Years	**13.3 Years**
Vs 43.3 years PY	Vs 14.0 years PY

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Directors and Auditors (As of 30 September 2026)

Representative Director, President and Chief Executive Officer (CEO)	Director	Director	Audit & Supervisory Board Member	Audit & Supervisory Board Member
Munehiro Hosonuma	Tetsuji Okamoto	Yuma Mugita	Daisuke Nakayama	Kazuharu Sasaki

Management Structure Responsible for Business Execution(As of 30 September 2026)

President and Chief Executive Officer
Executive Vice President
Executive Corporate Officer



Munehiro Hosonuma
Representative Director, President and Chief Executive Officer (CEO)



Hiroshi Aiura
Chief Financial Officer (CFO)



Leopoldo Garces Castiella
Head of Architectural Glass SBU



Denise Haylor
Chief Human Resources Officer (CHRO)



Hisashi Okamoto
Head of Creative Technology SBU



Rob Purcell
Head of Automotive SBU



Victor Jachens
Chief Digital and Information Officer (CD&IO)



Michael Kiefer
Chief Legal Officer (CLO),
Chief Ethics & Compliance Officer (CE&CO)



Shiro Kobayashi
Sustainability Director



Yohei Nakatsuji
Chief Strategy Officer (CSO),
Interim Chief Transformation Officer (CTrO)



Kevin Sanderson
Chief Technology Officer (CTO)



Yoshiaki Taniguchi
Head of Group Management Control



John Wilgar
Chief Procurement Officer (CPO)

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Strengthening Digital Resilience and Secure Operations

As digital technologies become increasingly embedded across manufacturing, business operations, customer services, and supply chains, NSG Group faces a growing range of digital risks. These include cybersecurity threats, data protection and privacy risks, system disruption, third-party and supply chain vulnerabilities, regulatory compliance obligations, and the emerging risks associated with the adoption of artificial intelligence. These risks have the potential to affect operational continuity, information integrity, stakeholder trust, and business performance.

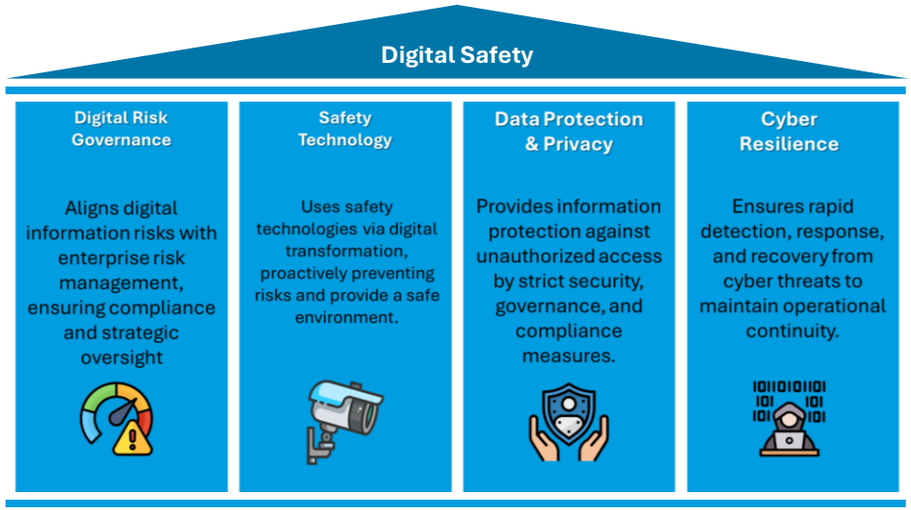
To manage these challenges, NSG Group applies a structured and proactive approach to digital risk management through its Digital Safety Program. In alignment with the Group's risk governance principles, risks are identified, assessed, monitored, and mitigated throughout the lifecycle of digital services and technology investments, with security, resilience, and compliance considerations embedded from design through to operation. Governance, oversight, and accountability are supported through established risk management processes and integrated with the Group's broader enterprise risk framework.

Recognizing that the digital threat landscape continues to evolve, NSG Group continuously monitors emerging cyber threats, geopolitical developments, regulatory changes, and technology trends. The NSG Group regularly reviews risk indicators, incident data, and lessons learned to strengthen controls, improve resilience, and support effective response capabilities. Through collaboration between Digital teams, business functions, and external partners, NSG Group seeks to protect its people, information, operations, and customers while enabling the secure adoption of new technologies.



Digital Safety

NSG **Digital Safety Program**, highlighting the importance of protecting data, ensuring privacy, and using technology to enhance safety. Digital safety is composed by the pillars bellow



Digital Safety Committees

Digital Safety Committees are **cross-functional governance** forums that assess digital risks, review incidents and compliance requirements, prioritize mitigation measures, and monitor implementation. Significant matters are escalated to executive risk governance, ensuring clear accountability, timely decisions, and alignment with business priorities

Digital Safety Structure

Strategy → ← Risk Awareness

Strategic
Direction / Governance / Alignment

Tactical & Operational
Oversight / Monitoring / Assurance / Implementation / Execution

Digital Security Steering Committee
Provides executive strategy, risk, and investment priorities. It ensures alignment with business objectives, monitors critical threats, plans, and escalates significant matters to senior governance for timely decision-making and accountability.

Digital Security Management Committee
Oversees the implementation of cybersecurity strategy, coordinates risk mitigation and priorities, monitors performance and compliance, and escalates significant issues to Digital Security Steering Committee to ensure accountability and timely action.

Digital Security Operation Committee
Coordinates cybersecurity activities, monitors threats and controls, oversees incident response and remediation, and escalates significant risks to management to ensure timely action and operational resilience

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Financial Highlight

Consolidated Income Statement

million yen

	FY2022/3	FY2023/3	FY2024/3	FY2025/3	FY2026/3
Revenue	600,568	763,521	832,537	840,401	879,462
Operating Profit before Exceptional Items	19,980	34,812	35,860	16,491	28,817
Profit before Taxation	11,859	-21,933	17,597	-8,525	378
Profit Attributable to Owners of the Parent	4,134	-33,761	10,633	-13,831	4,421
Operating Profit Ratio to Revenue	3.3	4.6	4.3	2.0	3.3
Profit Attributable to Owners of the Parent Ratio to Revenue	0.7	-4.4	1.3	-1.6	0.5
ROE	2.8	-34.8	8.6	-12.8	3.4
ROA	2.4	4.2	4.6	1.9	3.0

By Business Segment

million yen

		FY2022/3	FY2023/3	FY2024/3	FY2025/3	FY2026/3
Revenue	Architectural	281,816	365,947	371,777	363,025	374,998
	Automotive	276,246	354,693	417,558	429,444	457,222
	Technical Glass	39,770	38,754	39,945	46,584	46,005
	Others	2,736	4,127	3,257	1,348	1,237
Operating Profit	Architectural	28,130	33,557	29,087	13,574	30,033
	Automotive	-7,908	4,052	11,343	7,667	4,995
	Technical Glass	9,907	8,733	7,146	7,568	8,639
	Others	-10,149	-11,530	-11,716	-12,318	-14,850
Profit Ratio to Revenue	Architectural	10.0	9.2	7.8	3.7	8.0
	Automotive	-2.9	1.1	2.7	1.8	1.1
	Technical Glass	24.9	22.5	17.9	16.2	18.8

Balance Sheet

million yen

	FY2022/3	FY2023/3	FY2024/3	FY2025/3	FY2026/3
Total Assets	939,281	951,387	1,007,585	1,032,931	1,117,494
Interest-bearing Debt	467,885	495,120	506,460	524,830	548,344
Net Debt	365,173	407,923	447,497	454,259	484,138
Shareholders' Equity	145,291	97,040	124,275	108,065	151,225
Shareholders' Equity Ratio	15.5	10.2	12.3	10.5	13.5

Cash Flows

million yen

	FY2022/3	FY2023/3	FY2024/3	FY2025/3	FY2026/3
Cash Flows from Operating Activities	45,061	48,506	58,769	52,419	33,624
Cash Flows from Investing Activities	-22,787	-34,649	-43,512	-42,444	-32,562
Free Cash Flow	22,274	13,857	15,257	9,975	1,062
EBITDA	56,651	75,006	81,783	65,775	82,984
Net Debt/EBITDA	6.5	5.4	5.5	6.9	5.8
Capital Expenditure	-28,629	-40,917	-58,175	-62,758	-44,304
Depreciation & Amortization	36,675	40,212	45,922	49,438	54,167

Per Share

yen

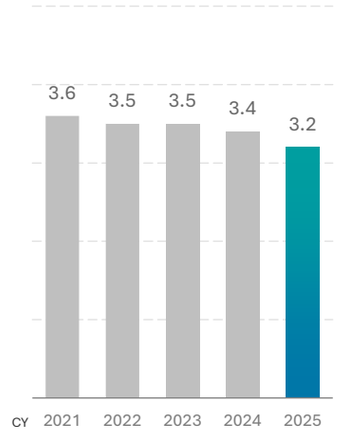
	FY2022/3	FY2023/3	FY2024/3	FY2025/3	FY2026/3
Earnings per Share	24.1	-393.1	95.4	-173.2	44.5
Book Value per Share	1256.0	723.8	1021.3	843.0	1,065.8
Cash Flow per Share	244.8	152.0	167.6	109.5	7.2

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Non-Financial Highlight

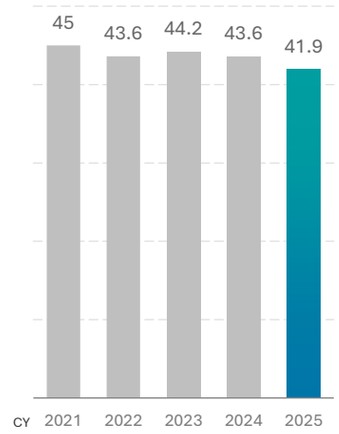
CO_2 emissions*1*3

(Mt)



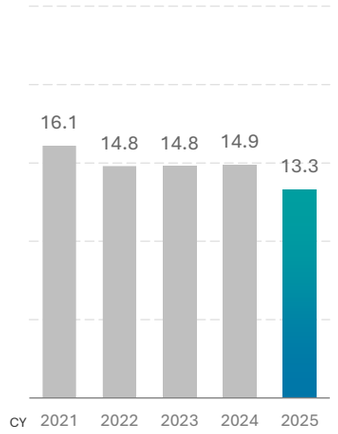
Energy Usage*3

(PJ)



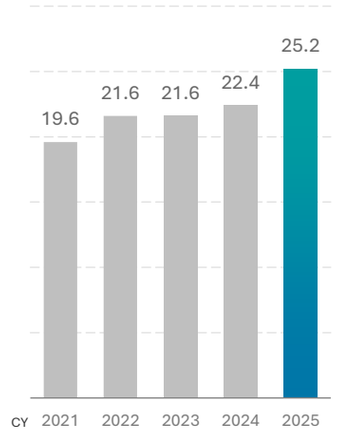
Total Water Withdrawal*3

(Mm^3)



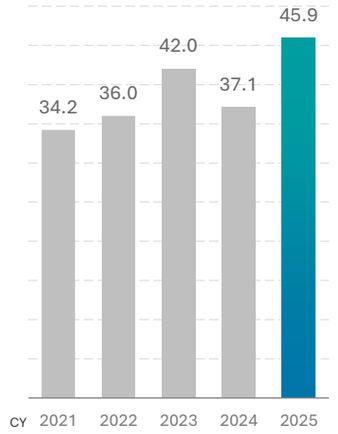
Operational waste to landfill*2

(Kt)

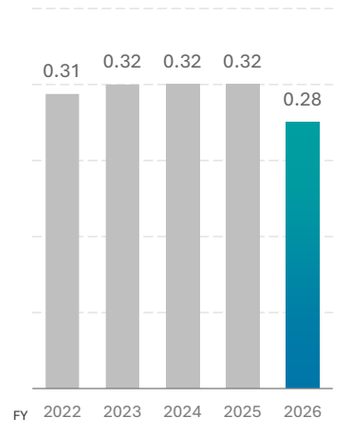


Recycling (not glass)

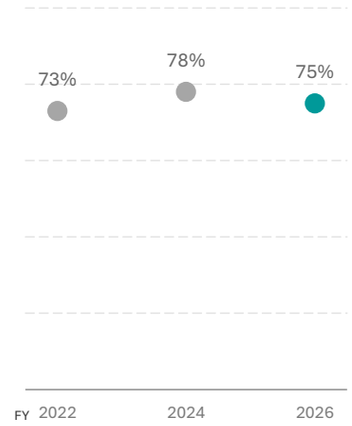
(Kt)



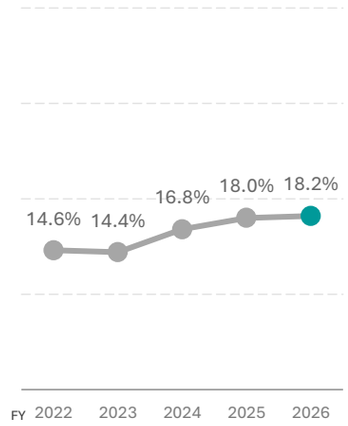
Significant injury rate (SIR)



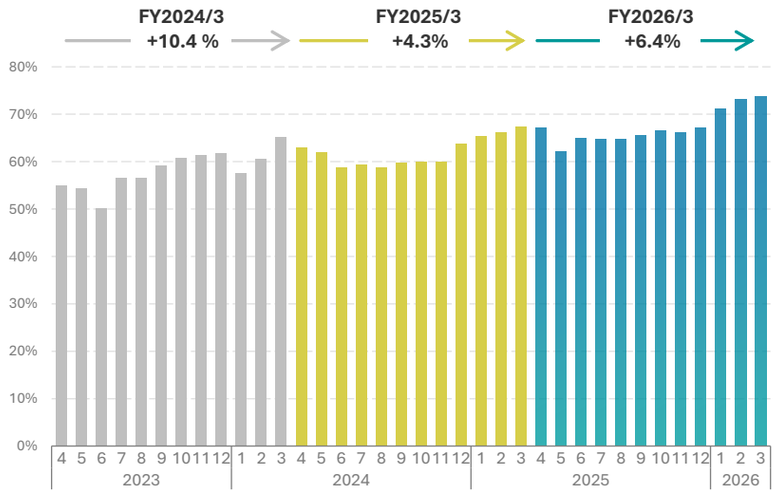
Employee engagement*4



Female manager ratio



EcoVadis*5



*1 Total CO_2 emissions of Scope 1 and Scope 2 Location *2 Indicates total amount of glass and non-glass landfill waste *3 In accordance with the GHG Protocol guidelines, historical environmental data have been restated to exclude emissions and resource consumption associated with divested sites. *4 Employee engagement survey is conducted every two years *5 Procurement spend basis

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CDP Rating

Since 2011, NSG Group has participated in annual CDP*1 Climate Change and reporting.
This year, the Group selected “A list” for CDP Climate Change which is the highest distinction-placement, with the recognition of our continued efforts building on two consecutive years of achieving of “A-” Leadership rating since 2023.
In addition, the Group has participated in annul Water Security reporting. Our evaluation for Water has also improved from last year's "B" rating to "A-".
This score improvement recognizes the Group's continuous and proactive climate change actions and commitment to transparency.
NSG Group has set a target of reducing greenhouse gas emissions by 30% by 2030 compared to 2018 levels and has been certified as a Science Based Targets Initiative (SBTi). At the same time, we aim to achieve carbon neutrality by 2050.
Please refer to the "Roadmap to Carbon Neutral".
NSG Group uses CDP's global environmental disclosure system to transparently respond to multiple stakeholder requests in a consistent way. CDP reporting allows investors and customers to understand how emerging risks and opportunities on climate change and water security are managed in the value chain and quantify embodied impacts in products.
In addition, as a result of our collaborative efforts with our suppliers in the area of ESG, we were recognized as a leader in supplier engagement in the 2025 CDP assessment. This ranks us in the top 500 companies worldwide, including 105 Japanese companies, out of a total of more than 22,100 companies evaluated, placing us in the top 9% of the glass industry.
CDP reporting has guided NSG Group to develop a data driven strategy, prepare for environmental regulation, set challenging Science Based Targets, introduce internal carbon pricing and align to best practice TCFD recommendations.
Annual feedback scores allow NSG Group to track progress and benchmark its environmental performance against industry peers.

EcoVadis CSR Rating

EcoVadis operates an independent, external platform allowing companies to assess and benchmark their environmental and social performance on a global basis.
The process assesses company policies, implemented procedures, actions and published reports with regards to environmental, labor practices & human rights, fair business practices and sustainable procurement matters. The assessment is conducted by CSR experts of EcoVadis on the basis of company answers to a survey which is dynamically adapted to country, sector and size, using scorecards covering 150 industry categories and 21 CSR criteria. The rating is based on supporting documentation, public and stakeholder (NGOs, trade unions, press) information.

We used this assessment tool to gain a picture of our CSR performance and to understand areas for improvement. We were rated as Bronze*2 regarding our approach to CSR management.

Evaluation by financial institutions

In 2018, NSG Group has received the highest rating as "especially progressive environmental initiatives" by Development Bank of Japan, Inc. (DBJ) under its "DBJ Environmentally Rated Loan Program". Also, NSG Group scored highly in the "commitment line syndication based on an ESG/SDGs evaluation" arranged by Sumitomo Mitsui Banking Corporation in 2021.
Please refer to the news releases.

NSG Received High Scores in the Commitment Line Syndication based on ESG/SDGs Evaluation by SMBC (November 25, 2021)

NSG Receives Highest Mark in Environmentally Rated Loan by Development Bank of Japan (October 1, 2018)

Certified as a Sports Yell Company 2026

Nippon Sheet Glass Co., Ltd. was certified as a Sports Yell Company 2026 by the Japan Sports Agency in recognition of its efforts to promote and support sports activities that contribute to employee health and well-being. The Sports Yell Company program recognizes companies and organizations that actively encourage employee participation in sports and physical activity to improve health and fitness.
The company promotes an environment that enables employees to engage in regular physical activity in an enjoyable and sustainable manner. Initiatives include on-site training gyms, partnerships with external fitness facilities, walking events, and physical fitness assessments. These efforts were highly evaluated, leading to NSG's first certification as a Sports Yell Company in 2026.



Participants at the "Vitality Challenge," a basic physical fitness assessment event (Kyoto Plant)



On-site training gym facility (Maizuru Plant)

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*1 : CDP is a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts on climate change, water security and deforestation.
*2 : Referring to latest scorecard published on July 30th 2026 and valid until July 30th 2027.

Certification as LGBT-Friendly Declaration Company

Nippon Sheet Glass Co., Ltd. was certified as an "LGBT-Friendly Declaration Company" (effective August 6, 2025) by the Human Rights Division, Bureau of the General Affairs, Tokyo Metropolitan Government for its efforts to create a workplace environment where sexual minorities can work comfortably.

In 2026, the company revised its HR policies to extend eligibility for employee programs and benefits to diverse partnerships, including common-law and same-sex relationships, on an equal basis with legally married couples.

Based on "Diverse Talent", one of our 4 "D"s in our medium-term plan "2030 Vision: Shift the Phase," NSG Group is committed to realizing a truly diverse and inclusive team that enables us to Shift the Phase by fostering a work environment where everyone can do their best.



Certification as a Company Supporting Childrearing

Nippon Sheet Glass Co., Ltd. was certified by the Tokyo Labor Bureau of the Ministry of Health, Labor and Welfare on December 4, 2015 as a "Child Rearing Support Company" under the Act on Advancement of Measures to Support Raising Next-Generation Children, and acquired the "Kurumin" next-generation certification mark. Furthermore, on December 5, 2019, we acquired the "Platinum Kurumin" certification as an excellent company with a high level of commitment among "Kurumin" certified companies.

We have been actively supporting childcare and continuing our efforts to become a company where everyone can work more comfortably. Specifically, we have improved the work-life balance by promoting diverse work styles through the creation and distribution of childcare guidebooks, encouraging male employees to take childcare leave, making childcare leave partially paid, introducing telework throughout the company, expanding flextime, interviewing employees about taking planned annual leave, and revising employee nursing care leave regulations. We are also working to improve the work-life balance by promoting a variety of work styles. In addition, efforts to promote the advancement of women include building a women's network, holding women's career workshops, unconscious bias training for managers, and reviewing the personnel system to make it more conducive to diverse work styles and careers. We will continue to promote diversity, equity & inclusion, aiming to be a company where each and every employee can play an active role.

For more information, please see the press release.

<Release in Japanese>

Obtained "Platinum Kurumin" certification as a childcare support company
(December 24, 2019)

"Kurumin" Certification for Childcare Support Company
(December 21, 2015)

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Independent Assurance Report

NSG Group has received assurance from an independent third party (SGS United Kingdom) in accordance with ISO 14064-3:2019 for the data on Scope 1, Scope 2, and Scope 3 of its greenhouse gas emissions as below to ensure objectivity and accuracy of information. Please refer to Independent Assurance Report at our website.

Independent Assurance Report (nsg.com)

SGS

Greenhouse Gas Verification Opinion Number
14064.INV.0014.2025

The inventory of Greenhouse Gas emissions in the period
01/01/2025 – 31/12/2025 for

Nippon Sheet Glass Co. Ltd. (NSG Group)

European Technical Centre
Lathom,
Nr Ormskirk
L40 5UF

has been verified in accordance with ISO 14064-3:2019 To represent a total amount of:

2,573,172 Tonnes CO_2e Scope 1
532,863 Tonnes CO_2e Scope 2 (Market Based)
3,396,598 Tonnes CO_2e Scope 3

For the following activities
Manufacture of Glass and Glazing Products

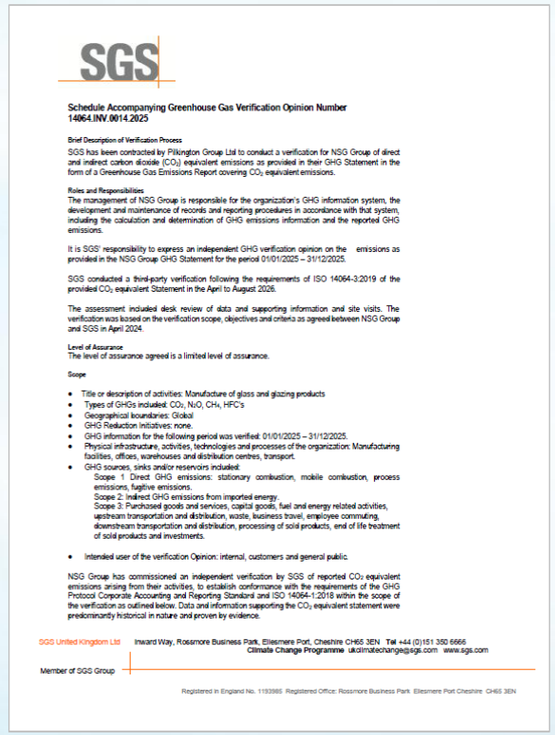
Authorised by:
James McGurk, Managing Director
SGS United Kingdom Ltd

Verification Opinion Date: 21 Aug 2026

This Opinion is not valid without the full verification scope, objectives, criteria and conclusion available on pages 2 to 3 of this Opinion.

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Climate Change Programme uklimatechange@sgs.com www.sgs.com
Member of SGS Group

Registered in England No. 1193985 Registered Office: Rossmore Business Park Ellesmere Port Cheshire CH65 3EN



SGS

Schedule Accompanying Greenhouse Gas Verification Opinion Number
14064.INV.0014.2025

Brief Description of Verification Process
SGS has been contracted by Pilkington Group Ltd to conduct a verification for NSG Group of direct and indirect carbon dioxide (CO_2) equivalent emissions as provided in their GHG Statement in the form of a Greenhouse Gas Emissions Report covering CO_2 equivalent emissions.

Roles and Responsibilities
The management of NSG Group is responsible for the organization's GHG information system, the development and maintenance of records and reporting procedures in accordance with that system, including the calculation and determination of GHG emissions information and the reported GHG emissions.

It is SGS' responsibility to express an independent GHG verification opinion on the emissions as provided in the NSG Group GHG Statement for the period 01/01/2025 – 31/12/2025.

SGS conducted a third-party verification following the requirements of ISO 14064-3:2019 of the provided CO_2 equivalent Statement in the April to August 2026.

The assessment included desk review of data and supporting information and site visits. The verification was based on the verification scope, objectives and criteria as agreed between NSG Group and SGS in April 2024.

Level of Assurance
The level of assurance agreed is a limited level of assurance.

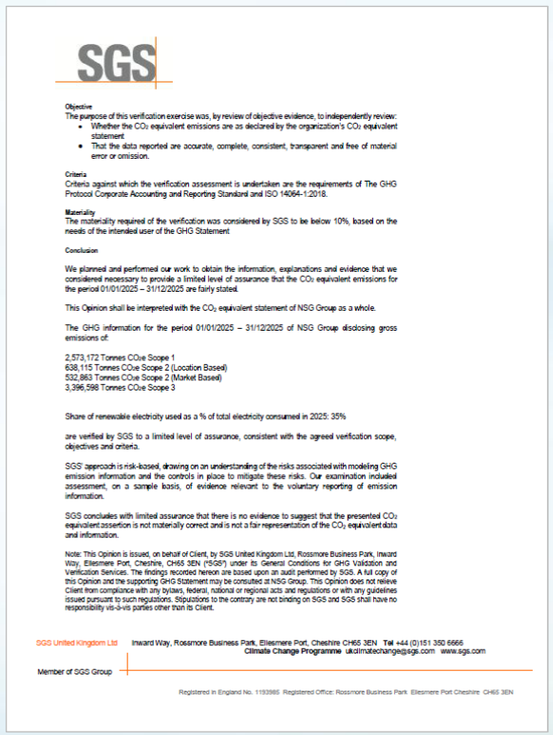
Scope

- Title or description of activities: Manufacture of glass and glazing products
- Types of GHGs included: CO_2, N_2O, CH_4, HFC's
- Geographical boundaries: Global
- GHG Reduction Initiatives: none.
- GHG information for the following period was verified: 01/01/2025 – 31/12/2025.
- Physical infrastructure, activities, technologies and processes of the organization: Manufacturing facilities, offices, warehouses and distribution centres, transport.
- GHG sources, sinks and/or reservoirs included:
  Scope 1: Direct GHG emissions: stationary combustion, mobile combustion, process emissions, fugitive emissions.
  Scope 2: Indirect GHG emissions from imported energy.
  Scope 3: Purchased goods and services, capital goods, fuel and energy related activities, upstream transportation and distribution, waste, business travel, employee commuting, downstream transportation and distribution, processing of sold products, end of life treatment of sold products and investments.
- Intended user of the verification Opinion: internal, customers and general public.

NSG Group has commissioned an independent verification by SGS of reported CO_2 equivalent emissions arising from their activities, to establish conformance with the requirements of the GHG Protocol Corporate Accounting and Reporting Standard and ISO 14064-1:2018 within the scope of the verification as outlined below. Data and information supporting the CO_2 equivalent statement were predominantly historical in nature and proven by evidence.

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SGS

Objective
The purpose of this verification exercise was, by review of objective evidence, to independently review:

- Whether the CO_2 equivalent emissions are as declared by the organization's CO_2 equivalent statement
- That the data reported are accurate, complete, consistent, transparent and free of material error or omission.

Criteria
Criteria against which the verification assessment is undertaken are the requirements of The GHG Protocol Corporate Accounting and Reporting Standard and ISO 14064-1:2018.

Materiality
The materiality required of the verification was considered by SGS to be below 10%, based on the needs of the intended user of the GHG Statement

Conclusion

We planned and performed our work to obtain the information, explanations and evidence that we considered necessary to provide a limited level of assurance that the CO_2 equivalent emissions for the period 01/01/2025 – 31/12/2025 are fairly stated.

This Opinion shall be interpreted with the CO_2 equivalent statement of NSG Group as a whole.

The GHG information for the period 01/01/2025 – 31/12/2025 of NSG Group disclosing gross emissions of:

2,573,172 Tonnes CO_2e Scope 1
638,115 Tonnes CO_2e Scope 2 (Location Based)
532,863 Tonnes CO_2e Scope 2 (Market Based)
3,396,598 Tonnes CO_2e Scope 3

Share of renewable electricity used as a % of total electricity consumed in 2025: 35%

are verified by SGS to a limited level of assurance, consistent with the agreed verification scope, objectives and criteria.

SGS' approach is risk-based, drawing on an understanding of the risks associated with modeling GHG emission information and the controls in place to mitigate these risks. Our examination included assessment, on a sample basis, of evidence relevant to the voluntary reporting of emission information.

SGS concludes with limited assurance that there is no evidence to suggest that the presented CO_2 equivalent assertion is not materially correct and is not a fair representation of the CO_2 equivalent data and information.

Note: This Opinion is issued, on behalf of Client, by SGS United Kingdom Ltd, Rossmore Business Park, Inward Way, Ellesmere Port, Cheshire, CH65 3EN ("SGS") under its General Conditions for GHG Validation and Verification Services. The findings recorded herein are based upon an audit performed by SGS. A full copy of this Opinion and the supporting GHG Statement may be consulted at NSG Group. This Opinion does not relieve Client from compliance with any bylaws, federal, national or regional acts and regulations or with any guidelines issued pursuant to such regulations. Stipulations to the contrary are not binding on SGS and SGS shall have no responsibility vis-à-vis parties other than its Client.

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History of NSG Group

1910s - 1940s

Foundation and expansion.



Futajima Plant in Fukuoka, Japan

1918 America Japan Sheet Glass Co., Ltd. was established

1920 New capacity added at Kitakyushu

1931 Company name changed to Nippon Sheet Glass Co Ltd

1936 Operation started at Yokkaichi



First piece of float glass ever made in Asia

1950s - 1960s

Business expansion and coming of float glass age

1950 Company shares listed in Tokyo and other stock exchanges in Japan

1952 Operation started at Maizuru

1964 Operation started at Chiba

1965 Float glass production commenced first in Asia with technology licensed from Pilkington

1968 Established Research Center at Itami, Hyogo

SELFOC® developed



Maizuru Plant in Kyoto, Japan

1970s - 1980s

Globalization of Architectural and Automotive Glass businesses.

1970 Manufacturing footprints expanded in Kyoto and Kanagawa

1971 Joint venture established in Malaysia

1975 Automotive joint venture established in Mexico

1978 Thin glass UFF™ (Ultra Fine Flat Glass) production start

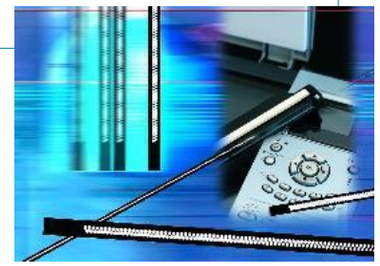
1979 Launch of the glass fiber business

NSG Foundation established to commemorate the 60th anniversary of the Company

1980 Operation started at Sagamihara

1986 Automotive joint venture established in the US

Build a foundation of Technical Glass with new products and technologies.



The SELFOC® is still core technology in NSG

1990s - Today

Further business globalization and contribution to a sustainable society.



Production facility for solar energy glass in Malaysia

1990 A 20 per cent stake of Libbey-Owens-Ford Company (Current Pilkington North America, Inc.) acquired

1995 Automotive and Technical Glass joint ventures established in China and an Architectural joint venture in Vietnam

1999 Manufacturing footprints expanded in Tsu

2000 Shares of Pilkington acquired

2001 Increase in Pilkington shareholding to 20 per cent to become an affiliate of the Company

2004 Company headquarters moved to Tokyo

2006 Acquisition of Pilkington plc

2008 Adopted “Company with Committees” system

2011 Adoption of IFRS

Production of solar energy glass started in Vietnam

2018 100th Anniversary

2020 Float lines for solar energy glass established in the US and expanded in Vietnam

2022 Operation started in the second float furnace in Argentina

2023 Production of solar energy glass started with converted float furnace in Malaysia

2024 Medium-Term Plan, “2030 Vision: Shift the Phase” launched

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

Delisted from the Tokyo Stock Exchange (TSE)

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