

NSG

GROUP

153rd Ordinary General Meeting of Shareholders

Nippon Sheet Glass Company, Limited

Requests



No Cameras
No Cell Phone
No Video

Thank you for your understanding and cooperation.

153rd Ordinary General Meeting of Shareholders

Nippon Sheet Glass Company, Limited

Audit Report

Matters to be noted

- 1. Business Report**
- 2. Consolidated Financial Statements**
- 3. Unconsolidated Financial Statements**

NSG Group Issues to be Addressed

FY2020 Forecast

- **Sales: slightly increased**
 - **Architectural and Automotive glass business**
: severer markets but increased sales of VA products
 - **Technical glass business**
: stable markets for each business division and increased sales ratio of VA products
- **Operating profit and Net profit: slightly below the previous year**
 - **Worldwide economic slowdown**
 - **Increase of input costs**
 - **Increment in production costs associated with promotion of VA products**

Last Year of MTP Phase 2

- Rising input costs
- Postponed market launch of new products
- Delayed VA shift in some markets
- Frontloaded investment for future growth

Unlikely meet financial targets for ROS:8% or more and net det/EBITDA ratio:x3

Under the “**Shift to VA + Growth**”, we will continue

- To improve our business profitability further
- Rigorous control of working capital and capital expenditure
- To reduce net debt by disposing of non-core assets and businesses

Issues to be Addressed

- **Transformation of our business structure into the one capable of generating stable profit in even amidst uncertain unstable economic landscape.**
- **To establish a robust profit base for sustainable growth.**



- **Execution of 4 key measures steadfastly.**
- **Transformation from a commodity and mass volume type to a high-value type.**
- **Pursuing the “Growth strategy” for sustainable growth.**

Architectural Field

- “Zero Energy Building (ZEB)”, where energy consumption is offset with energy generated by a building or a house
⇒ Increase the sales of energy saving glass and glass substrate for photovoltaic (PV) panel
- “Smart Window” utilizing IoT and AI

Automotive Field

- CASE, which stands for Connected, Autonomous, Shared and Electric
We will expand advanced VA glass business

Technical Glass Field

- Life science
 - IoT/Cloud
 - Energy conversion
 - Industry 4.0
- ⇒ Push back our business boundaries



ESG Commitment

As a member of society, the Group will proactively work on initiatives aimed at realizing sustainable growth for society.

- **Environment (E) - energy saving and creation through the sales expansion of our VA products and reduction of CO2 emission and industrial waste.**
- **Social (S) - Inclusion and Diversity initiative, rolling out and embedding the Group Code of Ethics within the Group and securing compliance with the Supplier Code of Conduct by our suppliers.**
- **Governance (G) - effective Governance system with transparency and objectivity ensured.**

Awarded the highest "Gold" rating from EcoVadis, a global CSR rating institution



Pages 17 – 48 of convocation notice

- Other items in “Matters Relating to the Current State of the Company’s Corporate Group”
- “Matters Related to the Company’s Shares”
- “Policy on Return of Our Profits to Shareholders”
- “Matters Related to the Company’s Stock Acquisition Rights, etc.”
- “Matters Related to Directors and Executive Officers of the Company”
- “Accounting Auditor”
- “Status of Corporate Governance”

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Matters to be resolved

Proposal : Election of Nine Directors

Pages from 5 to 14 of the Convening Notice

Proposal: Election of Nine Directors

Günter Zorn
(External director)

Shigeki Mori

Clemens Miller

Kenichi Morooka

Toshikuni Yamazaki
(External director)

Yasuyuki Kimoto
(External director)

Masatoshi Matsuzaki
(External director)

Yuji Takei
(External director)

Jörg Raupach Sumiya
(External director)

Question-and-Answer Session

When making questions,
you are kindly requested to state your name
and the ID number on your entry card.

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