

TO OUR SHAREHOLDERS

160TH FISCAL PERIOD REPORT 1 APRIL 2025 – 31 MARCH 2026

On behalf of the NSG Group, I would like to express my sincere gratitude for your continued support. I would like to present Group's financial results for the 160th fiscal period (FY2026) as follows.

In addition, an overview of the fundamental measures to be implemented with the support of the Apollo Funds, as announced on 24 March 2026, is provided on the following pages. We would be grateful if you would kindly take the time to review this information as well.



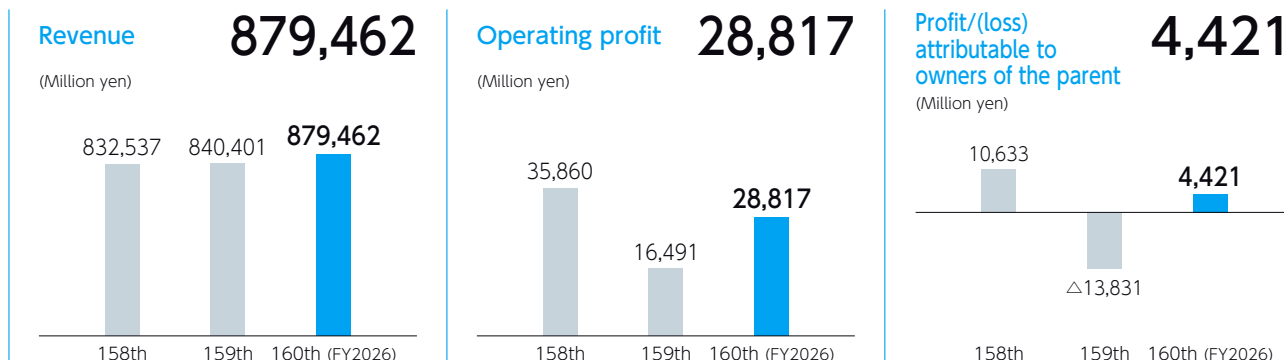
June 2026

Munehiro Hosonuma

Representative Executive Officer
President and CEO
Nippon Sheet Glass Company, Limited

160th Financial Performance Highlights (from 1st April 2025 to 31st March 2026)

- Challenging business environment, impacted by the economic slowdown in Europe, rising labor and other costs associated with global inflation, and the effects of the US tariff policies.
- Compared with the full-year forecast, revenue was higher partly due to foreign exchange impacts while operating profit fell short. Net profit for the period includes one-off tax effects.



Notes1: The consolidated financial statements of the Group have been prepared in accordance with International Financial Reporting Standards (IFRS).

2: Operating Profit in the above table is operating profit before exceptional items.

● About Dividends

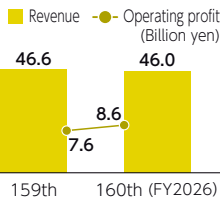
After a comprehensive review of our financial position, we deeply regret to inform you that the Group has made the difficult decision not to declare a dividend on common shares for the fiscal year ending March 31, 2026.

Technical Glass

5%



- Sales mix improved in line with the initial plan, resulting in a higher operating profit.
- In Fine Glass, sales mix improved in the second half of the year.
- Printer lenses were affected by declining demand for printers and multifunction devices.
- Glass Cord continued to benefit from steady demand in the replacement market.

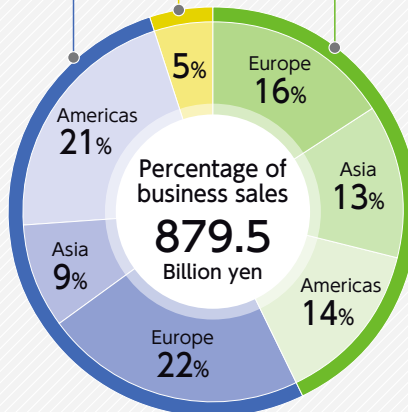
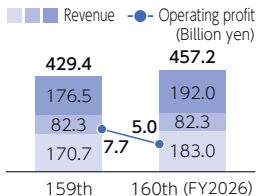


Automotive Glass

52%



- Revenue increased, driven by improvements in selling prices, particularly in the replacement glass (AGR) business.
- Operating profit decreased due to a temporary decline in production efficiency in OE automotive glass in North America.
- In Japan, sales volumes of OE automotive glass remained sluggish.
- The realignment of the production footprint in Europe progressed in line with the plan.

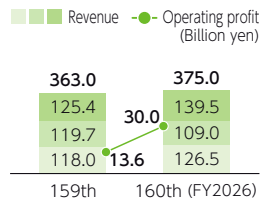


Architectural Glass

43%



- Revenue and operating profit increased, driven by improved selling prices in Europe.
- Cost savings from production stoppages implemented in the previous year continued to contribute.
- Solar energy glass showed signs of improvement in Asia despite the continued impact of customer's production adjustments due to the US tariff policies, while demand remained robust in the United States.



Introduction of Strategic Products

Technical Glass Business

HIENCYFLAKE™

Low-dielectric glass flakes for semiconductor materials



Materials contributing to higher performance and further miniaturization of semiconductor packaging

METASHINE® and MAR'VINA®

Inorganic effect pigments and powder products for cosmetic applications



Boron-free and low heavy metal glass and other inorganic materials that are environmentally and human-friendly in response to the novelty and evolving needs of the industry.

Automotive Glass Business

Advanced display technology

•Windscreen for HUD



Projects an image with a focal plane upwards of 10 meters in front of the vehicle, highlighting navigation information and hazards in the road.

Variable transmission glass

•New laminated roof lights for EVs



Changes roof light's transparency instantaneously and combines comfort with energy-saving performance.

Architectural Glass Business

Solar energy glass



Strengthening production capacity as a strategic product that contributes to CO₂ emissions reduction

Coating glass



To expand high value-added business areas, investments in state-of-the-art equipment are progressing in Japan and Poland.

Overview of Fundamental Measures Aimed at Achieving Sustainable Growth through Capital Restructuring and Delisting

The Company has recently announced fundamental measures aimed at achieving sustainable growth through capital restructuring, in partnership with the Apollo Funds, a global alternative asset management firm. The relevant proposals will be submitted for approval at the Annual General Meeting of Shareholders to be held in June this year.

Subject to approval of these proposals at the forthcoming shareholders' meeting, the Company's shares are expected to be delisted as part of a planned transition to a private company. We firmly believe that this decision represents the best and most essential course of action for the "new" NSG Group to advance to its next stage of growth.

We would like to express our sincere gratitude for the tremendous support and encouragement we have received to date, and we respectfully ask for your understanding regarding these fundamental measures.

Background to Privatization

- Deterioration in profitability: Cumulative losses of approximately 28.4 billion yen recorded over the past five years
- Excessive leverage: Total interest-bearing debt reached approximately 548.3 billion yen

Overview of the Transaction

- NSG to receive an investment of 165 billion yen through a third-party allotment of new shares (TPA) by Apollo Funds
 - ✓ Obtain shareholder approval at the AGM
 - ✓ UDS / JIS will convert their preferred shares and support the relevant proposals at the AGM
- NSG will implement a share consolidation, acquire shares from existing shareholders at JPY 500 per share (the cash consideration for the share consolidation), resulting in privatization
 - ✓ Cash consideration of JPY 500 per share: (11.1% premium to TPA price and a premium of 23.5% to the market closing price on the business day before this announcement)
- Quasi debt-equity swap (Quasi-DES) of JPY 140.0 bn by the major financial institutions
- Execution of refinancing of existing domestic borrowings
- Repayment of existing borrowings at the UK subsidiary

Proposal
approved at
AGM



Regulatory
clearance...

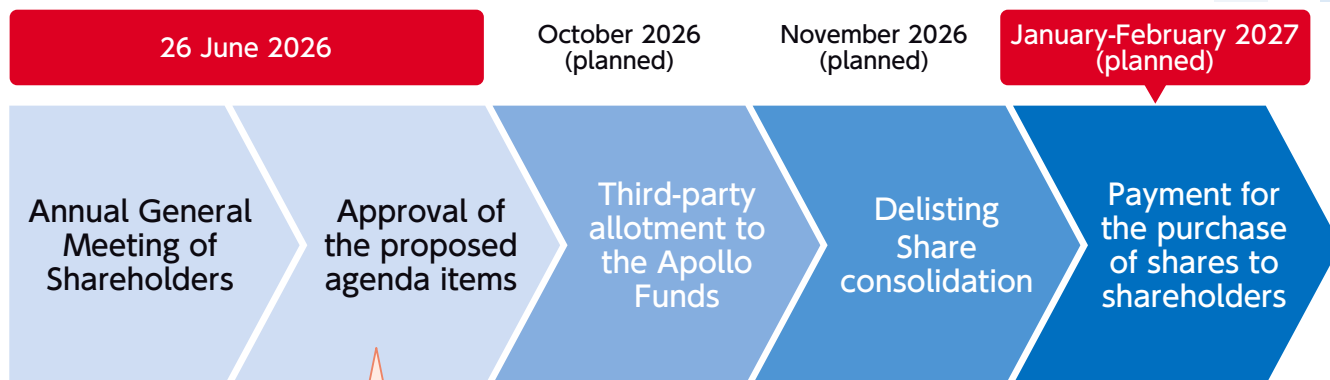
After Transaction completion

- Establishing an organizational structure that supports sustainable growth for the "New NSG Group," following the take-private transaction led by Apollo Funds
- Substantial reduction in leverage
 - ✓ Repayment of existing borrowings of JPY 189.0 bn* at the UK subsidiary
 - ✓ JPY 140.0 bn reduction in existing borrowings through a Quasi-DES
- Capital structure and interest burden significantly improved, enabling execution of transformational initiatives and securing liquidity for strategic investments
- With improved cash flow and a strengthened capital structure, we will execute strategic investments in growth areas such as environmental compliance, higher value-added products, and solar energy to secure a long-term growth trajectory

*Actual as of December 2025

Future Schedule

*The schedule is subject to change depending on approvals from relevant authorities and other procedures.



- Improvements in profitability and financial position through self-help measures alone would take time, and the prospect of achieving such improvements remains uncertain.
- In an uncertain economic and business environment, the Company's performance and financial position may deteriorate, potentially exposing shareholders to further risks, including a decline in share price.
- We have concluded that the proposed transaction, including the delisting, constitutes the most practical solution to simultaneously secure the necessary capital, reach agreement with financial institutions, and execute a medium- to long-term business turnaround, while also delivering the best outcome for shareholders.

We plan to propose the purchase of shares from shareholders at JPY 500 per share.

* Final decision is subject to approval of the relevant proposals at the Annual General Meeting of Shareholders.

Procedures for the Share Purchase

Following approval of the proposals, no specific procedures will generally be required.

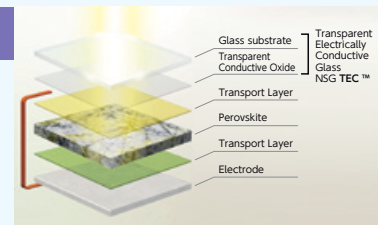
After the delisting, a notice regarding the share purchase will be sent to shareholders recorded in the final shareholder register following receipt of court approval.

TOPICS

TOPIC 1

Product development in the “perovskite solar cell” field

“Perovskite solar cell” is attracting attention as a next generation photovoltaic technology from Japan. Glass plays a crucial role in this epoch-making “energy-generating technology” as well. Currently, the Group is conducting research and development in cooperation with various partners, making group-wide efforts to promote the development of sophisticated products that meet market needs.



TOPIC 2

Reinforcement of energy-saving glass manufacturing capacity (Chiba)

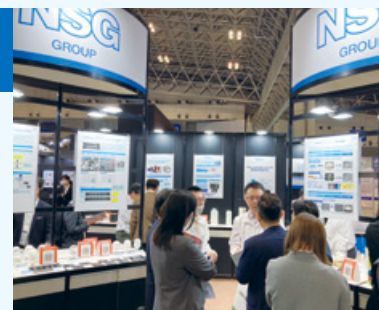
Low-E glass is an energy-saving glass coated with a transparent metal film. Its adoption has been steadily increasing as insulating glass units in newly built homes, and further expansion is expected for commercial buildings and in the residential renovation market. To meet these demands, the Company has installed cutting-edge manufacturing facilities in its Chiba plant (Ichihara City, Chiba Prefecture) to expand its Low-E glass production capacity.



TOPIC 3

NSG Group exhibits at the Sustainable Materials Expo and in-cosmetics Global 2026

In November 2025, the 5th Sustainable Materials Expo (SUSMA), an exhibition specializing in environmentally friendly materials was held at Makuhari Messe, Chiba Prefecture. The Company showcased METASHINE ECO®, recycled glass-based effect materials (world premiere). Overseas, at in-cosmetics Global 2026, one of the world's largest exhibitions for cosmetic ingredients held in Paris, France in April, we showcased powder products for base make-up, which are regarded as potential alternatives to microplastics, in addition to inorganic effect pigments. Both products were well received by visitors.



TOPIC 4

NSG Group joins ResponsibleGlass as a founding member (UK)

The Group has joined ResponsibleGlass, a non-profit organization based in the UK, as a founding member. This organization aims to establish the world's first international standards for “responsible glass” production in the glass industry. The Group intends to pursue proactive involvement in this initiative.



Shareholder Information

Fiscal Period	1 April to 31 March of the following year
Ordinary General Meeting of Shareholders	Held annually in June
Record Dates	Ordinary General Meeting of Shareholders: 31 March Dividends: 30 September and 31 March
Transfer Agent	Sumitomo Mitsui Trust Bank, Limited 4-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo, Japan
(Mail Address)	Stock Transfer Agency Department, Sumitomo Mitsui Trust Bank, Limited 8-4, Izumi 2-chome, Suginami-ku, Tokyo 168-0063, Japan
(Telephone Number)	0120-782-031 (toll free in Japan)

▶ For notification of any change in your record such as your address or for any inquiry

<Shareholders having an account with a securities company>
Please contact the securities company where you hold the account.

<Shareholders not having an account with a securities company (having a special account)>
Please contact our transfer agent as shown above.

We contribute to the realization of a sustainable society through our sustainability efforts.



FTSE Blossom
Japan Index



Corporate Data (as at 31 March 2026)

Company Name	Nippon Sheet Glass Company, Limited
Head Office	Sumitomo Fudosan Tokyo Mita South Tower, 5-27, Mita 3-chome, Minato-ku, Tokyo 108-6321 Japan
Established	22 November 1918
Number of Permanent Employees (consolidated)	24,838
Paid-in Capital	JPY 116,913 million
Accounting Auditor	Ernst & Young ShinNihon LLC
Stock Listing	Tokyo Prime market (Code: 5202)
Contact	https://www.nsg.com/en/contact-us

▶ Notice to shareholders holding odd-lot shares

If you hold an odd-lot of shares (1 to 99 shares), which is less than a trading unit of shares (100 shares), you can require the Company to:

1. purchase these shares or
2. sell such exact number of the shares as would constitute one trading unit when added together with your shareholding.

For details on the procedures, please contact either the securities company or our transfer agent as indicated on the left.

Our Website and Social media

Our website provides a variety of information for investors, including financial results and latest news. Please access our website.



<https://www.nsg.com/en>

Facebook



X (Formerly Twitter)



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Official SNS character of NSG Group
NSG Badger (Japanese name: N-Guma-Kun)



Universal design fonts that are easy to understand and easy to read are used.

