

[Principle 3.1 Full Disclosure]

(iv) Policies and procedures for the appointment of the senior managers and nomination of the director candidates

The Nomination Committee consisting of four Independent External Directors and one Director concurrently serving as one Representative Executive Officer appoints the nomination of the director candidates and submits the contents to the ordinary general meeting of shareholders as a proposal. For such appointment, in particular with Independent External Directors, the Group finds candidates from a wide range of pools with the cooperation of executive search companies and others. The standards for the appointment are as follows:

1. Being a person of good character and high ethical standards.
2. Upholding and promoting compliance with laws and regulations.
3. Being fit to hold office and able to fulfil the duties required.
4. Possessing excellent business acumen and the ability to make judgements objectively.
5. Having abundant leadership experience and being team orientated.
6. Having no personal interest or business relationship that might affect management decisions in our Group's business areas. ("Criteria of Independency for an External Director" is defined separately at:
http://www.nsg.com/~media/NSG/Site%20Content/sustainability/Downloads%20attached%20to%20pages%20in%20sustainability%20section/CriteriaOfIndependency_E01.ashx)
7. Having broad business experience globally or multi-nationally and/or such specialized knowledge in market, technology, accounting, law, succession planning or other specific fields as required by the Group.
8. Having sufficient time to participate in meetings of the Board and the Committees of which he/she would be a member, and being qualified to fulfil the duties as a member of one of any three committees on which he/she would sit: Nomination Committee, Audit Committee or Compensation Committee.

Each Executive Officer (EO or *Shikkou-Yaku*) (collectively referred to as "Executive Management") is appointed by resolution of the Board, as well as being assigned the specific executive or senior positions and responsibilities within the Group such as CEO, COO, CFO and head of business/function which will usually be associated with either

the title of EO accordingly. The Nomination Committee provides recommendation and/or advice to the Board on such appointments and/or assignments on the basis of its expertise.

Prior to the appointment and/or assignment of each candidate, a comprehensive review of the candidate's proven performance to date, potential caliber as a leader, and commitment to the Group's future direction, Values & Principles like "Our Vision" and communications with Stakeholders and Competencies is completed.

The term of office of Executive Officers is one year. Election or re-election of all Executive Officers shall be reviewed annually. As regards the other senior management, individual performance reviews will also be carried out annually within the appraisal process.

The Group, as a global company, recognizes that we face retention risks with management talent. The Group aims to minimize such risks through the annual review of succession plans implementing talent development activities in a planned manner and offering challenging career development opportunities.

(v) Explanations with respect to the individual appointments and nominations based on the above (iv) as at the #156 Ordinary General Meeting organized in June 2022.

Mr. Shigeki Mori, Director, Representative Executive Officer, President and CEO

After having worked in the functions of human resources and corporate planning in the Group, Shigeki Mori held a succession of such important posts as the president of certain subsidiaries in the Architectural Glass business and the Head of the Technical Glass Strategic Business Unit. For two years from July 2010 he was based in the UK as the Head of Production, Fabrication and Marketing, UK and South Europe, Architectural Glass. Based upon such career and experiences he was appointed Representative Executive Officer, President and CEO in April 2015 and since then, has taken leadership in the whole Group business. He was also appointed Director in June 2015. It is expected that his knowledge and experience of the Group business will be shared with the Board having him as its member, which we believe contributes to the decision-making function of the Board.

Dr. Jörg Raupach Sumiya, Independent External Director

Dr. Jörg Raupach Sumiya has been elected as an External Director of the Company since June 2019. He has international experience in the field of both business and academia, and

is currently a professor at the college of business administration, Ritsumeikan University, one of the Japanese private universities. He is conducting research activities mainly on renewable energy and regional economy. It is expected that he should continue to contribute to the supervisory function of the Board including in overseeing performance of Executive Officers from an independent and objective standpoint as well as based upon his abundant management experiences in global companies and broad knowledge on ESG and portfolio-management and perspectives with regard to an academic expert and business management.

Mr. Hiroshi Ishino, Independent External Director

Mr. Hiroshi Ishino has been elected as an External Director of the Company since July 2020. He was in charge of overseas operations at a major trading company, and since then has been promoting the Group's global strategy as president and CEO of a major international manufacturer. It is expected that he will contribute to the supervisory function of the Board including in overseeing performance of Executive Officers from an independent and objective standpoint as well as based upon his abundant management experiences in global companies and broad knowledge and perspectives with regard to business transformation and business management from manufacturing to sales.

Mr. Kunihiro Minakawa, Independent External Director

Mr. Kunihiro Minakawa has been elected as an External Director of the Company since July 2020. He was a Managing Executive Officer and an Audit & Supervisory Board Member at a major international manufacturer, and he is currently serving as Financial Services Agency Certified Public Accountants and Auditing Oversight Board Commissioner. He has global experience, a wide range of insights and practical experience in finance and auditing. It is expected that he will contribute to the supervisory function of the Board including in overseeing performance of Executive Officers from an independent and objective standpoint as well as based upon his abundant management experiences in global companies and broad knowledge and perspectives with regard to business management and professional expertise on finance and accounting.

Mr. Yoshihiro Kuroi, External Director

Mr. Yoshihiro Kuroi has been elected as an External Director of the Company since July 2020.

He was a president of an overseas subsidiary at a major trading company, and has a wealth of practical experience in overseas business, IR departments and risk management, etc. as an executive officer at a major automobile manufacturer and major automobile parts manufacturer. It is expected that he will contribute to the supervisory function of the Board including in overseeing performance of Executive Officers based upon his abundant management experiences in global companies and broad knowledge and perspectives with regard to risk management, IR and .

Mr. Munehiro Hosonuma, Representative Executive Officer, Vice President and COO

After having worked for a leading Japanese design office and a major international management consulting company, Mr. Munehiro Hosonuma joined a major international manufacturer, held important positions in the business division, and then joined NSG in August 2018. He was involved in the formulation of the Group's Medium Term Plan and business management as Chief Corporate Planning Officer. In January 2021, he was appointed Head of Architectural Glass SBU and led the business unit. He was appointed Representative Executive Officer, Vice President and COO in April 2022 and since then, has taken leadership in the whole Group business. It is expected that he will contribute to the decision-making function of the Board based upon such ample experiences and achievements in business strategy and business operations.

Mr. Tony Fradgley, Senior Executive Officer, CTro (Chief Transformation Officer)

After having worked for the functions of accounting and business management in a major international manufacturer and in the UK of the Group, Mr. Tony Fradgley was appointed Head of Auto AGR SBU in February 2012 and from April 2015 as Head of Auto OE SBU additionally, he led the business unit. He was appointed Senior Executive Officer, Chief Transformation Officer in October 2020 and since then, has taken leadership in the Group's cost structure reform in the whole Group business which is one of the material initiatives of the Medium Term Plan. It is expected that his ample experiences and achievements in business management and business operations will contribute to the decision-making function of the Board.

Mr. Shinji Asatsuma, Independent External Director

Mr. Shinji Asatsuma was in charge of accounting, finance, business strategy and overseas operations in a major international manufacturer and as a Director and Senior Executive

Officer, he is in charge of the overall management division, and has promoted the formulation of business strategies and overseas business expansion. It is expected that he will contribute to the supervisory function of the Board including in overseeing the performance of Executive Officers from an independent and objective standpoint as well as based upon his abundant management experiences in global companies and broad knowledge and perspectives with regard to finance, accounting and risk management.

Executive Officers

In addition, each member of Executive Management including Executive Officers, namely, Shigeki Mori and Munehiro Hosonuma were elected and appointed Representative Executive Officer by the Board which had considered their proven performance to date, potential caliber as a leader, and commitment to the Group's future direction, Management Principles and Competencies as well as the recommendations or advices thereon from the Nomination Committee. Likewise, considering the above factors comprehensively, and making the head of each business division of the Group and the head of a certain function division to be an Executive Officer with a more legal position and clear responsibility in order to strengthen the execution system, Tony Fradgley, Leopoldo Garces Castiella, Koichi Hiyoshi, , Reiko Kusunose , Hisashi Nishikawa, Rob Purcell and Phil Wilkinson as Senior Executive Officer, and Mike Greenall, Shiro Kobayashi, Yutaka Nakashima, Iain Smith and Milena Stanisci as Executive Officer, are appointed by resolution of the Board of Directors based on recommendations or advice from the Nomination Committee.