

NSG

GROUP

The 157th Ordinary General Meeting

Nippon Sheet Glass Company, Limited

Kindly be noticed;

- **Please set your mobile phone silent mode and refrain from talking on the phone.**
- **Please refrain from using your camera, video camera and recorder at the venue.**

We highly appreciated your understanding and cooperation.



Information on downloading reference materials for the General Meeting of Shareholders

Securities Code: 5202

7 June 2023

(Start date of electronic provisioning measures 31 May 2023)

Shigeki Mori
 Director, Representative Executive Officer, Chairperson of the Company
 Nippon Sheet Glass Co., Ltd.
 5-27, Mita 3-Chome, Minato-ku, Tokyo

Notice of Convening the 157th Ordinary General Meeting of Shareholders

Dear Shareholders,

Thank you for your continuing support and patronage of NSG Group. As described below, this is to notify you of the forthcoming 157th Ordinary General Meeting of Shareholders of the Company.

In convening the 157th Ordinary General Meeting of Shareholders, the Company has taken measures for providing the information that constitutes the content of reference materials for the General Meeting of Shareholders, etc., in electronic format as "Notice of the 157th Ordinary General Meeting of Shareholders" and "Items to be provided electronically (matters omitting delivery documents)". To review the information, please access either of the websites below.

NSG website Website for the the 157th Ordinary General Meeting of Shareholders	https://www.nsg.com/en/investors/ir-library/shareholders-meeting
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Tokyo Stock Exchange (TSE) website Listed Company Search	https://www2.jpx.co.jp/tseHpFront/JJK020010AAction.do?Show=Show
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Please access the TSE website, and search by "Nippon Sheet Glass" or "Ticker code (5202)", select "Basic information" and then "Document for public inspection/PR information" to review filed information.

The shareholders meeting is live-streamed on the Internet (For details on how to watch the meeting, please refer to "Information on Live Streaming of the General Meeting of Shareholders via the Internet and Acceptance of Questions in Advance " on page 6 to 7).

You remain capable of exercising your voting rights either in writing or by electronic or magnetic means (via the Internet), so even in the case of your absence from the meeting, we would much appreciate it if you could take your time to review and consider the "Reference Materials to Proposals at the General Meeting of Shareholders" below, and then exercise your voting rights according to the explanations and instructions described in page 4 to 5 by no later than 5:45 P.M. (Japan time) of 28 June (Wed.) 2023.



NSG website

Website for the the 157th Ordinary General Meeting of Shareholders

<https://www.nsg.com/en/investors/ir-library/shareholders-meeting>



Tokyo Stock Exchange (TSE) website

Listed Company Search

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

You can also view them on your smartphone, tablet, etc.

The 157th Ordinary General Meeting

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Audit Reports

Matters to be Noted

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

Issues to be Addressed

Business Environment Surrounding the Group

FY2023

➤ **In FY2023**

- **Input costs rise sharply, especially the price of European natural gas**
- **Market conditions surrounding the Group were mixed across businesses**

➤ **In the second half of the year**

- **Energy-related input costs began to fall**
- **Overall market environment stabilized**

Business Environment Surrounding the Group

Future Prospects

- **Potential recession caused by rising interest rates**
 - **Market environment remains uncertain**
- **Risk that energy-related input costs could soar again**
- **Raw materials, freight, and labor also keep rising**



Reduce production costs and pass on the cost increase to selling prices in order to keep improving profitability

Issues to be Addressed

- **Early recovery of profitability**
- **Acceleration of business structure reform**



- **Adjust to constantly and dramatically changing market conditions surrounding the Group**
- **Improve the profitability of the Automotive Glass business**

Revival Plan 24 (RP24)

Three Reforms

Cost structure reform

Cost reduction
Productivity improvement

Business structure reform

Expansion of value-added business
Development of new growth businesses
Emphasis on investment and asset efficiency

Corporate culture reform

Transform into a company group that never fails to take up challenges and follow through to deliver results

Issues to be Addressed

- **RP24 「Cost structure reform」**
 - **Drive forward fundamental cost reduction initiatives (streamlining the workforce and lowering fixed costs, etc)**
 - **Pursue Digital Transformation across the entire Group**

Issues to be Addressed

- RP24 「Business structure reform」
 - **Architectural Glass business**
 - **Shifting its focus from the commodity window glass to VA glass business**

Expanding the sale of solar glass for mega solar application



Developing Building Integrated Photovoltaic Module for buildings and housings



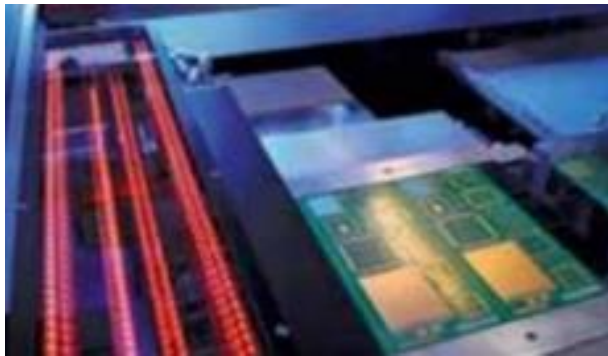
Issues to be Addressed

➤ RP24 「Business structure reform」

● Technical Glass Business

- Accelerate the launch of new products in growing markets and fields

SELFOC® Lens Array



Promoting the application for use in contact image sensors to industrial inspection machine

High-modulus and high-strength glass fiber 「MAGNAVI®」



Many inquiries for from customers looking for structural component materials for transport equipment

Issues to be Addressed

➤ RP24 「Corporate culture reform」

Four (= 3 + 1) “F”
and

Along with talent diversity to speed up and realize
“Cost structure reform” and “Business structure reform”

<p><u>F</u>lat organization</p>	<p><u>F</u>runk communication</p>	<p><u>F</u>ast decision making</p>
<p>+ <u>F</u>un at the workplace</p>		

Issues to be Addressed

- **Strategy key words for Three Reforms of RP24**

Four “D”

<u>D</u>ecarbonisation	<u>D</u>igital
<u>D</u>evelopment	<u>D</u>iversity



Restore its earning power and transform its business structure at the earliest opportunity
Build business strength and sustain the cycle of growth

Issues to be Addressed

➤ Approach to Sustainability

Adopted **five** Materiality categories based on
 “NSG Group Basic Policy on Sustainability”

Environment

**Society Shift and
Innovation**

**Safe and High-
Quality Products
and Services**

**Ethics and
Compliance**

Human Capital

Issues to be Addressed

➤ Approach to Climate Change

- **Announced the support for the recommendations issued by the TCFD**
- **Committing to achieve carbon neutrality by 2050**
- **Raising the carbon reduction target by 2030 from 21% to 30% compared to 2018, targets were certificated by SBTi for the first time for a Japan based glass manufacturer**
 - ✓ **Optimization of glass manufacturing processes**
 - ✓ **Development of energy saving technologies**
 - ✓ **Introduction of alternative fuels and renewable energies**
 - ✓ **Development of supply chains**



Issues to be Addressed

➤ Human Capital and Diversity

Formulated the Human Resource Strategy consisting of the **six pillars**

Strengthening the senior management and One Team management

Providing growth opportunities to its people including reskilling

Open, transparent and interactive organizational management

Promoting diversity as a “source of new ideas”

Fostering a sense of community that strengthens the bonds to the Group

Establishing an evaluation/compensation scheme that contributes to retention, development, and recruitment of employees

Issues to be Addressed

➤ Human Capital and Diversity

● “Your Voice” surveys are conducted for all employees globally

- Improvement measures will be implemented in view of the survey results to promote Corporate Culture Reform

● “Diversity, Equity & Inclusion”

- Promote employee engagement focusing on the strength and development of each individual.



Issues to be Addressed

- **Efforts for sustainable supply chains**
 - **Penetration of the "Supplier Code of Conduct"**
 - **Eight priority issues are identified concerning supply chains including climate change, labor and human rights.**
 - **Developing the Supply Chain Charter**



The 157th Ordinary General Meeting

Nippon Sheet Glass Company, Limited

Matters to be Resolved

Proposal :Election of Seven Directors

From page 8 to page 17 in Notice of Convening the 157th Ordinary General Meeting of Shareholders

Proposal :Election of Seven Directors

No.	Name	Position		
1	Hiroshi Ishino	To be re-elected	External	Independent
2	Munehiro Hosonuma	To be re-elected	Representative Executive Officer, President and CEO	
3	Jörg Raupach Sumiya	To be re-elected	External	Independent
4	Kunihito Minakawa	To be re-elected	External	Independent
5	Yoshihiro Kuroi	To be re-elected	External	
6	Shinji Asatsuma	To be re-elected	External	Independent
7	Eriko Sakurai	To be newly-elected	External	Independent

Proposal : Election of Seven Directors



To be re-elected

External

Independent

Director Candidate

Hiroshi Ishino

Proposal :Election of Seven Directors



To be re-elected

**Representative Executive Officer,
President and CEO**

Director Candidate
Munehiro Hosonuma

Proposal : Election of Seven Directors



To be re-elected

External

Independent

Director Candidate

Jörg Raupach Sumiya

Proposal : Election of Seven Directors



To be re-elected

External

Independent

Director Candidate
Kunihiro Minakawa

Proposal :Election of Seven Directors



To be re-elected

External

Director Candidate
Yoshihiro Kuroi

Proposal : Election of Seven Directors



To be re-elected

External

Independent

Director Candidate
Shinji Asatsuma

Proposal :Election of Seven Directors



To be newly-elected

External

Independent

Director Candidate

Eriko Sakurai

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Q&A Session

Question received in advance

- **Cause of the significant net loss for FY 2023**
- **The number of stock ownership of Nippon Sheet Glass held by Directors**

**If any questions, after being nominated
by the Chairperson,**

- **With registered number**

Please let us know your question.

**After your question, please have your
seat again.**

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