

NSG Group

2023/3 Annual Results

(from 1 April 2022 to 31 March 2023)

12 May 2023

Munehiro Hosonuma

Representative Executive Officer and Chief Executive Officer

Reiko Kusunose

Senior Executive Officer and Chief Financial Officer

Agenda

1. Financial Year ended 31 March 2023 Annual Results
2. Forecast for Financial Year ending March 2024
3. Update of Transformation Initiatives under Revival Plan 24 (RP24)
4. For the Financial Year ending March 2024, Final Year of RP24
5. Summary

1. Financial Year ended 31 March 2023 Annual Results

Consolidated Income Statement

Continued revenue and OP increase, OP above full-year forecast by 24%.
Sales price and volume improvements absorbing impact of input costs rise

(JPY bn)	Q4 (3 months)			Full-year (12 months)			Full year Forecast
	2022/3	2023/3	Change	2022/3	2023/3	Change	
Revenue	157.6	197.3	39.7	600.6	763.5	163.0	750.0
Operating profit	5.5	10.7	5.2	20.0	34.8	14.8	28.0
ROS: Return on sales	3.5%	5.4%	+1.9pt	3.3%	4.6%	+1.3pt	3.7%
Exceptional items (net)	(0.7)	(1.2)	(0.5)	3.6	(45.2)	(48.8)	(44.0)
Operating profit/(loss) after exceptional items	4.8	9.4	4.7	23.6	(10.3)	(34.0)	(16.0)
Finance expenses (net)	(3.4)	(6.1)	(2.6)	(12.5)	(17.4)	(4.9)	(15.0)
Impairment of financial receivables owed by joint ventures and associates	(3.4)	-	3.4	(3.4)	-	3.4	-
Share of JVs and associates' profits	1.9	2.0	0.1	7.5	7.3	(0.2)	6.0
Other gains/(losses) on equity method investments	(3.4)	(0.4)	3.0	(3.4)	(1.5)	1.9	
Profit/(loss) before taxation	(3.6)	4.9	8.5	11.9	(21.9)	(33.8)	(25.0)
Profit/(loss) for the period	(3.8)	3.8	7.6	6.8	(31.0)	(37.8)	(34.0)
Net profit/(loss) *	(4.5)	3.4	7.9	4.1	(33.8)	(37.9)	(37.0)
EBITDA	14.4	20.7	6.2	56.7	75.0	18.4	

Revenue increased in Architectural and Automotive partly helped by weaker JPY.
Price pass-through progressed mitigating input costs rise

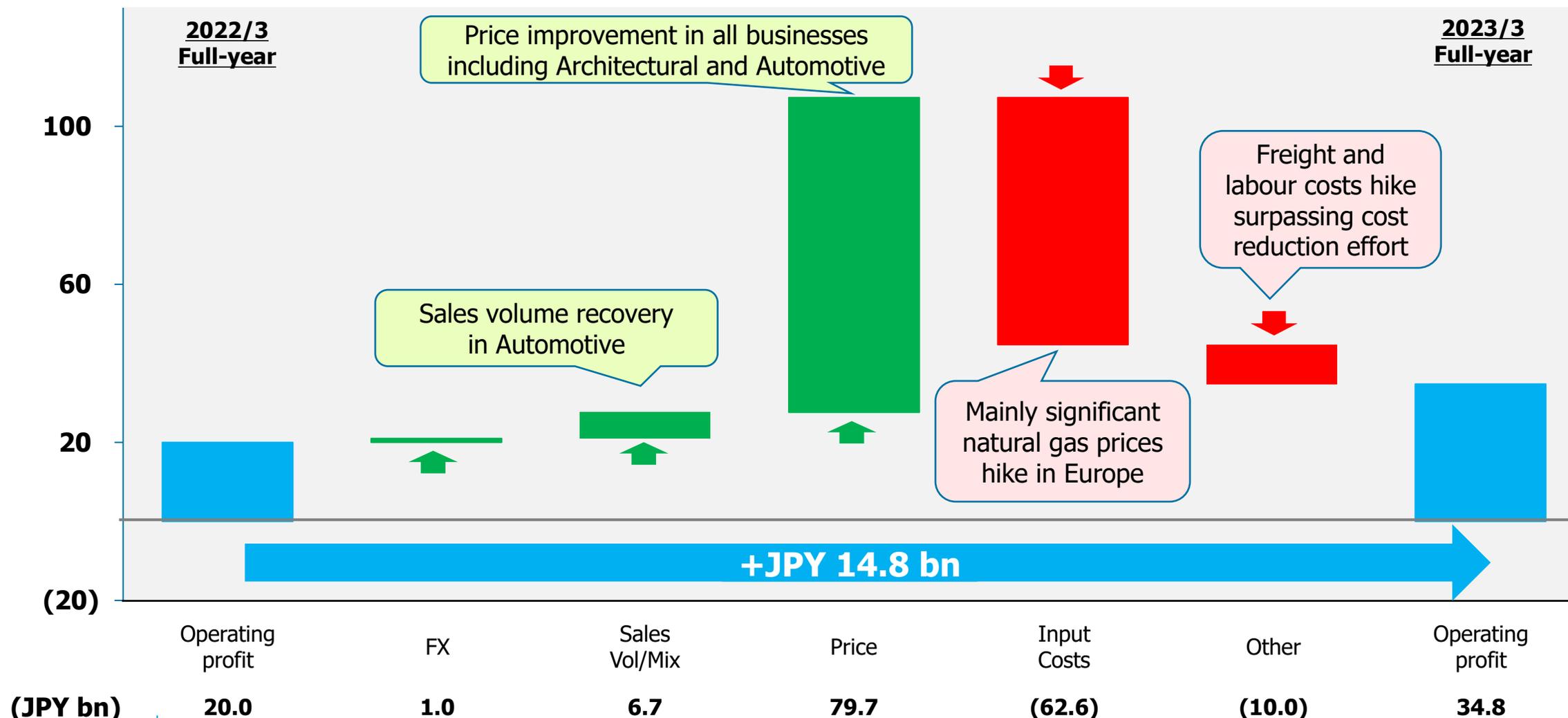
【Revenue and Operating Profit : vs PY】

(JPY bn)	Revenue	Operating profit
Architectural	+84.1	+5.4
Automotive	+78.4	+12.0
Technical	(1.0)	(1.2)
Others	+1.4	(1.4)
Group total	+163.0	+14.8

Impairment of goodwill and intangible assets related to European Automotive business in Q2

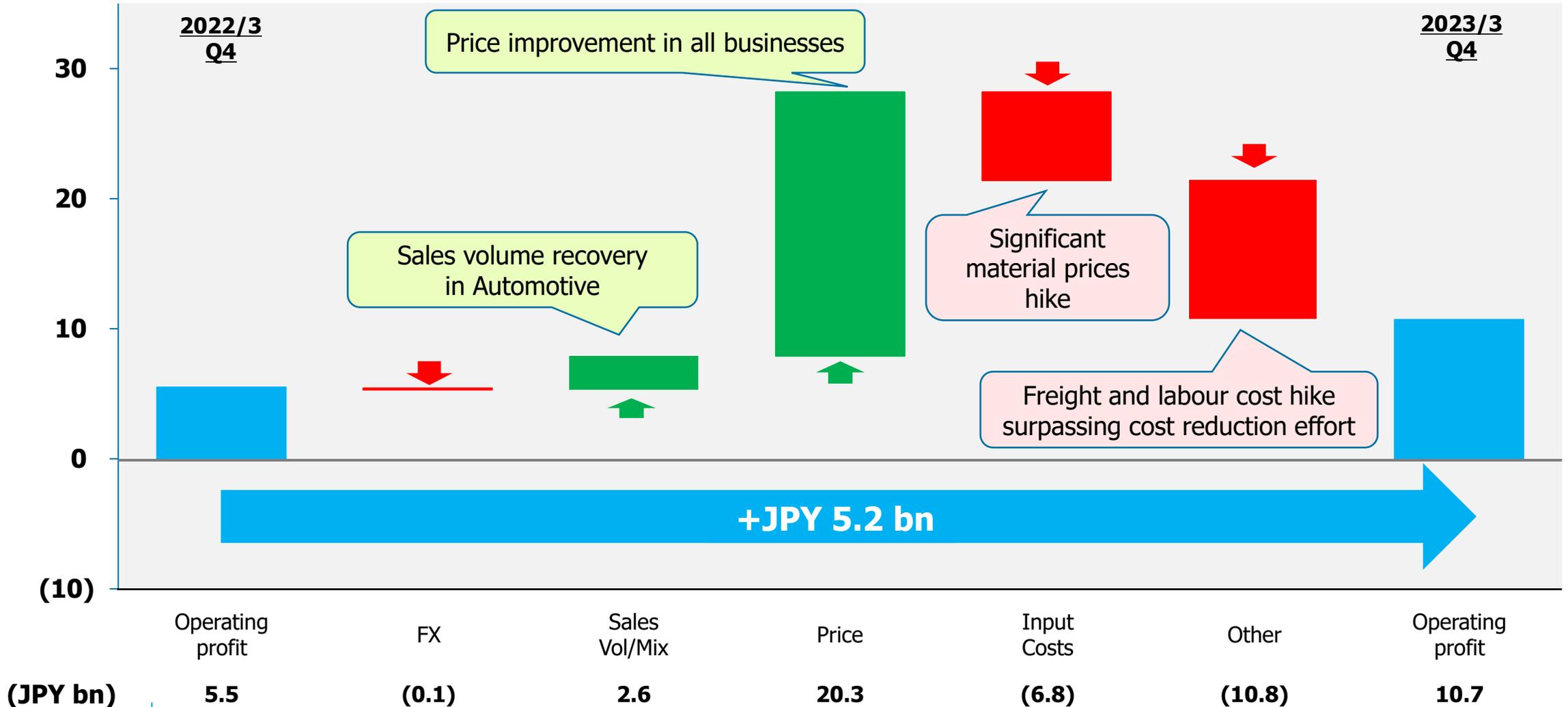
Change Analysis – Operating profit (12 months cumulative)

Sales price and vol/mix increases absorbing the impact of input and other costs



Change Analysis – Operating profit (Quarter 4 only)

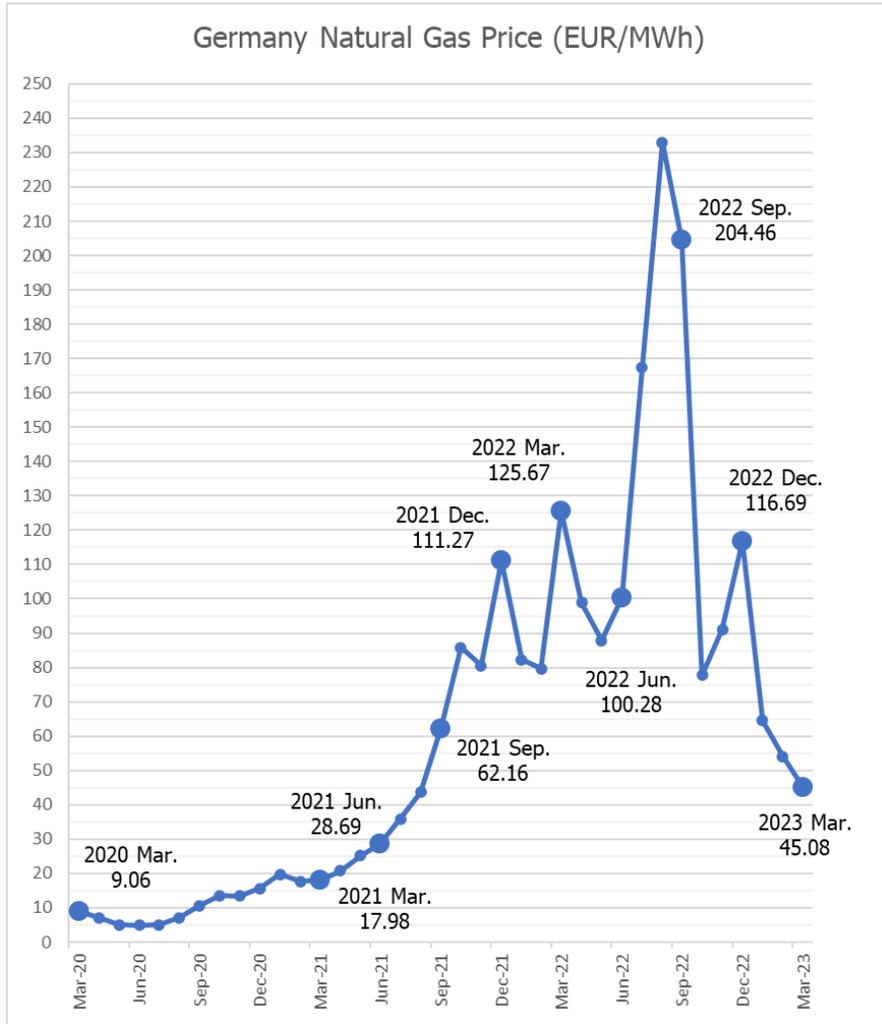
OP improved significantly due to sales price increases while impacted by material and other costs rise



Energy Price Movement

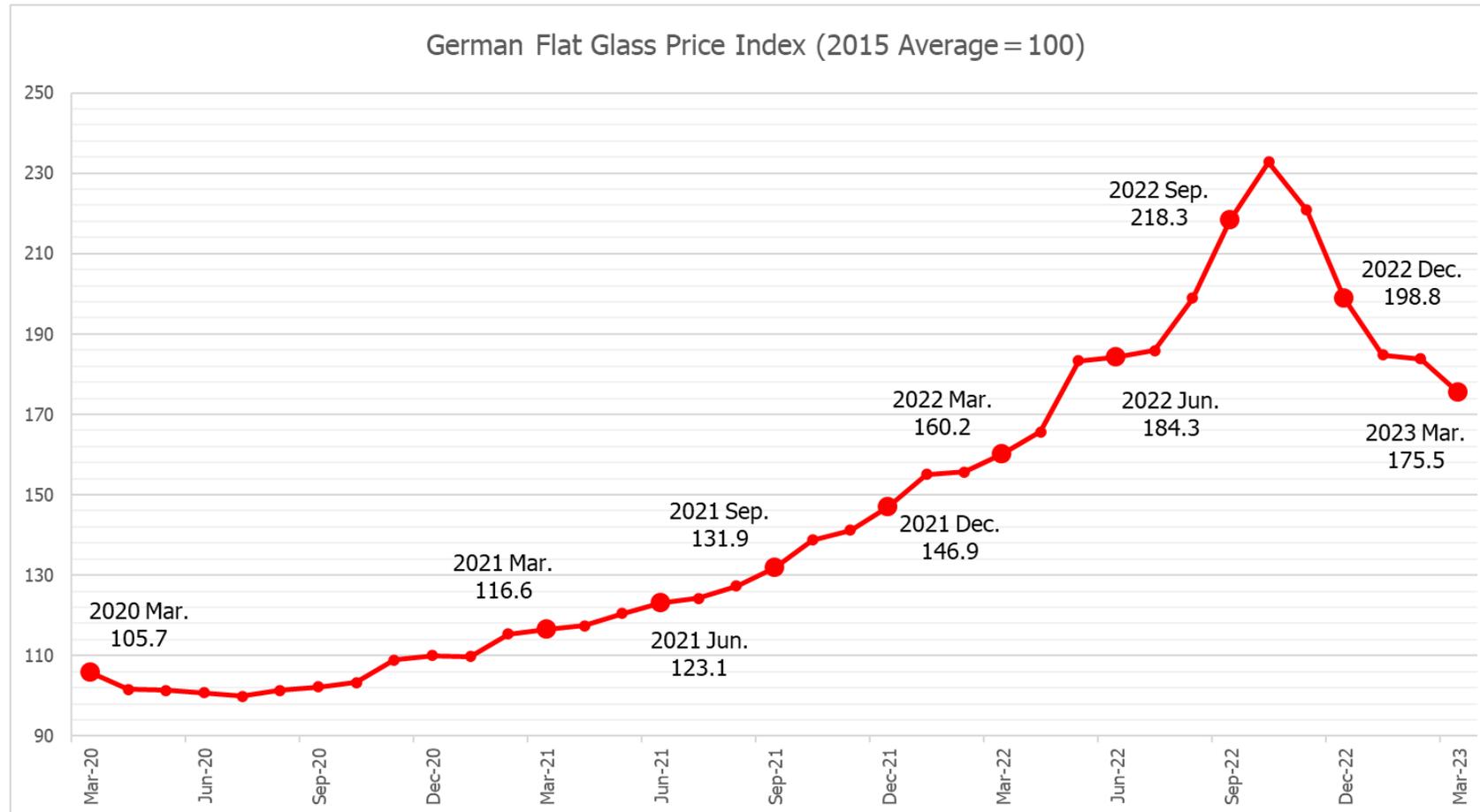
German natural gas price: remaining high level though in declining trend

Japanese heavy fuel oil price: moving in high prices above JPY70,000/KI during Q4



Glass Market Price Movement

German glass price increasing by 42% from FY2022/3 (136.9) to FY2023/3 (194.4) on annual average, although falling during Q4 with energy surcharge systems. Offsetting impact of higher input costs especially natural gas



Consolidated Balance Sheet

Maintained shareholders' equity ratio above 10% of RP24 target despite goodwill impairment in Q2

(JPY bn)	31 March 2022	31 March 2023	Change	
Total Assets	939.3	951.4	12.1	Decrease of goodwill and intangible assets due to impairment in Q2
Non-current assets	637.0	615.1	(22.0)	Mainly increase in inventories, and trade and other receivables
Current assets	302.2	336.3	34.1	Mainly increase in loans, with shift from long term to short term, trade and other payables
Total Liabilities	769.9	826.5	56.6	
Current liabilities	306.7	384.4	77.6	
Non-current liabilities	463.2	442.1	(21.1)	Decreased due to impairment in Q2 and decrease of derivative assets, partly offset by hyper inflation adjustment. Shareholders' equity ratio maintained above 10%
Total Equity	169.4	124.9	(44.5)	
Shareholders' equity	145.3	97.0	(48.3)	
Shareholders' Equity Ratio	15.5%	10.2%	(5.3)pt	
Net Debt	365.2	407.9	42.8	Increase mainly by weaker JPY and decrease of derivative assets

Consolidated Statement of Cash Flows

Achieved free cash inflow above RP24 target of JPY 10 bn for the full-year reflecting OP improvement, consistent with the previous year

(JPY bn)	Q4 (3 months)			Full-year (12 months)		
	2022/3	2023/3	Change	2022/3	2023/3	Change
Net cash flows from operating activities	23.9	40.2	16.2	45.1	48.5	3.4
included above: Net change in working capital	14.4	25.6	11.2	5.7	(7.0)	(12.7)
Net cash flows from investing activities	(2.7)	(4.9)	(2.2)	(22.8)	(34.6)	(11.9)
included above: Purchase of property, plant and equipment	(7.1)	(9.3)	(2.2)	(33.1)	(37.7)	(4.6)
Free cash flow	21.2	35.3	14.0	22.3	13.9	(8.4)
Net cash flows from financing activities	(8.9)	(20.7)	(11.9)	(20.8)	(7.9)	12.9
Increase/ (decrease) in cash and cash equivalents	12.4	14.5	2.2	1.5	6.0	4.5
Cash and cash equivalents at the end of the period				60.0	68.5	8.5

Increase in inventories, trade and other receivables due to higher costs and improved sales prices

Proceeds on disposal of battery separator business in FY2022/3

Increased due to weaker JPY

Achieved RP24 target above JPY 10 bn

Segmental Information

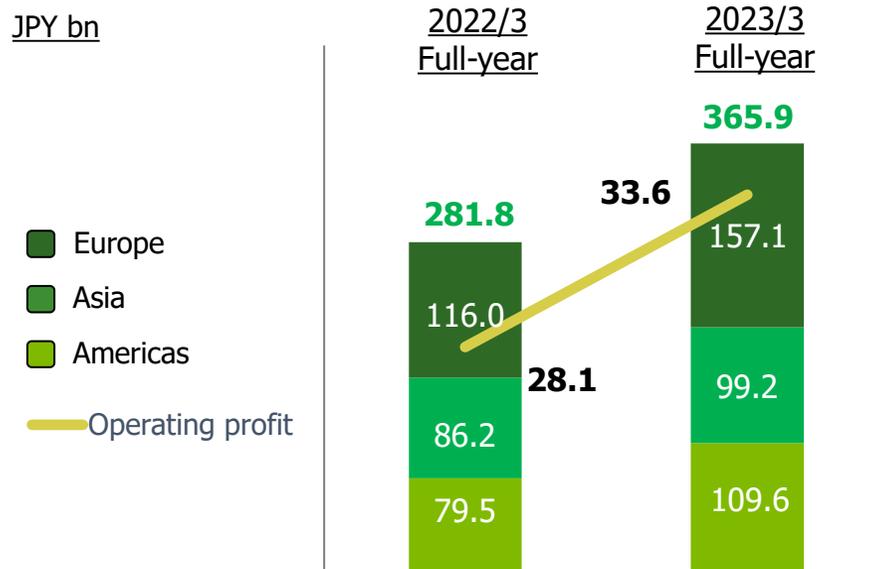
(JPY bn)	2021/3 Full-year				2022/3 Full-year			2023/3 Full-year			Change	
	Revenue	%	Operating profit	Operating profit after COVID*	Revenue	%	Operating profit	Revenue	%	Operating profit	Revenue	Operating Profit
Architectural	215.5	43%	15.7	9.2	281.8	47%	28.1	365.9	48%	33.6	84.1	5.4
Europe	85.2	17%			116.0	19%		157.1	21%		41.0	
Asia	77.2	15%			86.2	14%		99.2	13%		13.0	
Americas	53.1	11%			79.5	13%		109.6	14%		30.1	
Automotive	245.2	49%	1.8	(7.8)	276.2	46%	(7.9)	354.7	46%	4.1	78.4	12.0
Europe	103.6	21%			116.7	19%		150.2	20%		33.5	
Asia	60.6	12%			60.4	10%		69.9	9%		9.5	
Americas	81.0	16%			99.2	17%		134.7	18%		35.5	
Technical Glass	36.8	7%	6.7	6.5	39.8	7%	9.9	38.8	5%	8.7	(1.0)	(1.2)
Europe	6.4	1%			7.9	1%		9.5	1%		1.6	
Asia	29.3	6%			30.6	5%		27.6	4%		(3.0)	
Americas	1.1	0%			1.3	0%		1.6	0%		0.3	
Other	1.7	0%	(11.1)	(10.8)	2.7	0%	(10.1)	4.1	1%	(11.5)	1.4	(1.4)
Total	499.2	100%	13.1	(3.0)	600.6	100%	20.0	763.5	100%	34.8	163.0	14.8

*Operating profit after COVID-19 related exceptional items

Architectural (Cum. Rev ▲, Profit ▲ : Q4 Rev ▲, Profit ▼)

Significant revenue and OP increase in full-year due to price increases, partly supported by weaker JPY.

OP decrease in Q4 with high input costs, freight and labour costs increase



(JPY bn)	Q4 (3 months)			Full-year (12 months)		
	2022/3	2023/3	Change	2022/3	2023/3	Change
Revenue	75.0	90.3	15.3	281.8	365.9	84.1
Europe	31.8	39.1	7.3	116.0	157.1	41.0
Asia	21.5	24.5	2.9	86.2	99.2	13.0
Americas	21.6	26.7	5.1	79.5	109.6	30.1
OP	7.7	7.4	(0.4)	28.1	33.6	5.4

Europe (Cum. Rev ▲, Profit ▼ : Q4 Rev ▲, Profit ▼)

- Demand softened in H2 due to inflation and interest rates rise
- Sales price increases mitigating high input and other costs

Asia (Cum. Rev ▲, Profit ▲ : Q4 Rev ▲, Profit ▼)

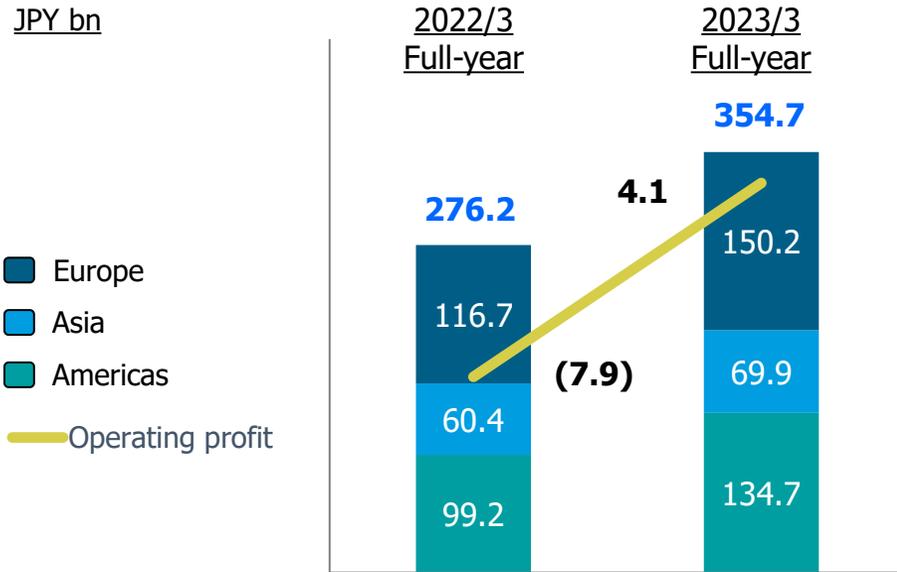
- Sales prices increasing further in Japan reflecting favourable demand-supply situation
- Sales volume and price decrease due to strong competition in other countries during H2
- Robust demand for solar energy glass

Americas (Cum. Rev ▲, Profit ▲ : Q4 Rev ▲, Profit ▲)

- Sales prices increasing with strong demand, constrained shipments in North America resolved during H2
- Continued strong demand for solar energy glass
- Strong demand continuing in South America

Automotive (Cum. Rev ▲, Profit ▲ : Q4 Rev ▲, Profit ▲)

Achieving full-year OP with further price improvement with vehicle manufacturers. Constrained vehicle build due to parts shortage being resolved gradually



Europe (Cum. Rev ▲, Profit ▲ : Q4 Rev ▲, Profit ▲)

Asia (Cum. Rev ▲, Profit ▲ : Q4 Rev ▲, Profit ▲)

Americas (Cum. Rev ▲, Profit ▼ : Q4 Rev ▲, Profit ▼)

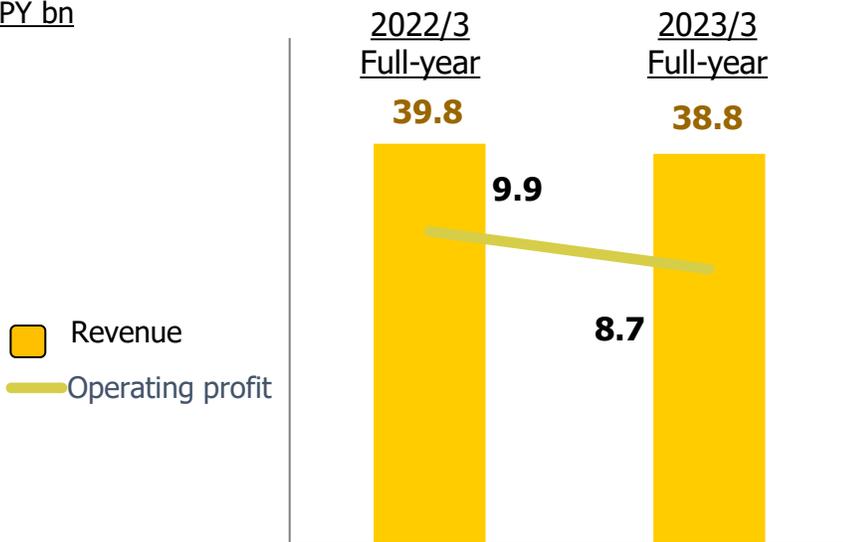
- Further progress in concluding price improvement agreements with vehicle manufacturers to offset high input costs in all regions
- Constrained vehicle build due to shortage of component parts remaining but gradually being resolved
- Favorable demand in Americas, although OP decreased, reflecting input, freight, labor and other costs rises

(JPY bn)	Q4 (3 months)			Full-year (12 months)		
	2022/3	2023/3	Change	2022/3	2023/3	Change
Revenue	73.0	96.3	23.3	276.2	354.7	78.4
Europe	30.3	42.6	12.3	116.7	150.2	33.5
Asia	16.0	20.5	4.5	60.4	69.9	9.5
Americas	26.6	33.2	6.5	99.2	134.7	35.5
OP	(2.0)	5.2	7.2	(7.9)	4.1	12.0

Technical Glass (Cum. Rev ▲, Profit ▼ : Q4 Rev ▼, Profit ▼)

Sales volume declined due to lockdown and economic slowdown, and costs rise leading to worse profitability. Continued cumulative revenue increase (like-for-like basis without disposal of battery separator business in September 2021)

JPY bn



(JPY bn)	Q4 (3 months)			Full-year (12 months)		
	2022/3	2023/3	Change	2022/3	2023/3	Change
Revenue	9.0	9.0	(0.0)	39.8	38.8	(1.0)
OP	2.1	1.5	(0.6)	9.9	8.7	(1.2)

- Fine glass sales were partly affected by economic slowdown, although performance was stable with continuous cost reduction efforts
- Demand for printer lenses declined slightly in North America and Europe, although semiconductor shortages are gradually being resolved
- Sales volume for glass cords impacted by supply chain issues at customers, although seeing stable demand, particularly in replacement market
- Demand for Metashine[®] increased slightly for automotive and cosmetic applications

2. Forecast for Financial Year ending March 2024

Assumptions for 2024/3 Full-year Forecast

Group	<p>Revenue planned to be flat, OP to decrease, but profit before taxation, profit for the period, and net profit to increase returning profitable. Continue to promote 'Restoration of Financial Stability' in the final year of RP24</p> <ul style="list-style-type: none"> • Slight appreciation of JPY • Assume energy costs decrease, while continuous material costs and other costs increase, with worldwide inflation trend • Uncertain business environment anticipated with potential recession caused by rising interest rates • Focusing on profitability improvement through continuous cost reduction, expansion of VA products and price increase across the whole Group
Architectural Glass	<p>Favourable demand and supply situation expected, while impact of energy price volatility and potential recession concern mainly in Europe and the USA</p> <ul style="list-style-type: none"> • Europe : continuous price pass-through whilst energy price volatility and input costs hike. Modest sales volume decrease assumed • Asia : volume and price improving further in Japan. Monitor competitive situation in other countries • NA : favourable domestic market expected though recession concerns due to interest rates hike • SA : continued tight demand and supply environment. Full-year contribution from new float furnace in Argentina • Solar energy glass : continued robust demand. Expansion in progress in Malaysia and under consideration in USA
Automotive Glass	<p>Sales volume improvement expected while input costs increase</p> <ul style="list-style-type: none"> • Anticipating continued strong vehicle demand and car inventory replenishment in all regions • Continuing negotiations with customers for sales price improvement • Continued component shortages impacting demand but slowly being resolved • Aiming for further profitability improvement with cost reduction efforts, expansion of VA products and price increase
Technical Glass	<p>Worse profitability due to costs increase and some demand weakness</p> <ul style="list-style-type: none"> • Continued cost reduction efforts while affected by economic slowdown in fine glass • Monitoring impact of weaker demand for printer lenses, as inflation expectations remain high in Europe and the USA • Stable demand for glass cord with close attention to supply chain issues at customers

Forecast for Financial Year ending March 2024

Full-year revenue expected to be flat while OP decrease assumed with material and other costs rise caused by worldwide inflation trend

(JPY bn)	2023/3		2024/3		Change	
	Actual		Forecast			
	H1	Full-year	H1	Full-year	H1	Full-year
Revenue	375.7	763.5	370.0	760.0	(5.7)	(3.5)
Operating profit	14.4	34.8	14.0	30.0	(0.4)	(4.8)
Exceptional items	(44.9)	(45.2)	1.0	1.0	45.9	46.2
Operating profit/(loss) after exceptional items	(30.5)	(10.3)	15.0	31.0	45.5	41.3
Finance expenses (net)	(6.6)	(17.4)	(11.0)	(22.0)	(4.4)	(4.6)
Share of JVs and associates' profits	3.2	7.3	3.0	7.0	0.5	1.2
Other gains/(losses) on equity method investments	(0.7)	(1.5)				
Profit/(loss) before taxation	(34.5)	(21.9)	7.0	16.0	41.5	37.9
Profit/(loss) for the period	(37.0)	(31.0)	4.0	9.0	41.0	40.0
Net profit/(loss) *	(38.8)	(33.8)	3.0	7.0	41.8	40.8

*Profit/(loss) attributable to owners of the parent

3. Update of Transformation Initiatives under Revival Plan 24 (RP24)

Transformation Initiatives under Revival Plan 24

Continued RP24 initiatives to create business structure for sustainable growth

Three Reforms

● **Business structure reform**

- Construction started to install online coating capacity for solar energy glass to an existing float furnace in Malaysia
(Planning start of production from 2024/3 Q3)
- New capacity expansion for solar energy glass under consideration also in USA
- 2nd float furnace in Argentina started production in Q3, promoting business expansion in SA where the market continues to grow
- Started a new verification test for transparent solar panels for use as windows at a railway station in Tokyo, Japan



Transparent solar panels
for use as windows

● **Corporate culture reform**

- Collecting employees' feedback globally with "Your Voice" survey and creating "Leadership Behaviour Charter" in response, to promote cultural reform from leaders
- Developing "Inclusion & Diversity (I&D)" into "Diversity, Equity & Inclusion (DEI)" to enhance individual employees' career paths and engagement
- Nominating Eriko Sakurai (for a Board of Director) in response to diversity issue of the Board of Directors

Transformation Initiatives under Revival Plan 24

Shareholders' equity ratio and FCF above RP24 financial targets.

Focusing on improving OP margin and net profit

Two Key Initiatives

● Restoration of financial stability

(JPY)	2024/3 Target	2022/3 Actual	2023/3 Actual
Operating Profit Margin	8 %	3.3%	4.6%
Net profit/ (loss)	> 30 bn Cumulatively for 3 years	4.1 bn	(33.8 bn)
Shareholder's equity ratio	> 10%	15.5%	10.2%
Free cash flow	> 10 bn	22.3 bn	13.9 bn

- OP Margin: improving with cost reduction effort, expansion of VA sales and sales price improvements even under the business environment with input costs hike and restricted vehicle build
- Net profit: achieved over JPY 10 bn both in 2022/3 and 2023/3 without impairment related to Russian JV (JPY 6.8 bn) in 2022/3 and goodwill and intangible assets in European Automotive (JPY 48.8 bn) in 2023/3
- JPY 69.3 bn of cash and JPY 46.2 bn unused commitment lines at the end of March 2023

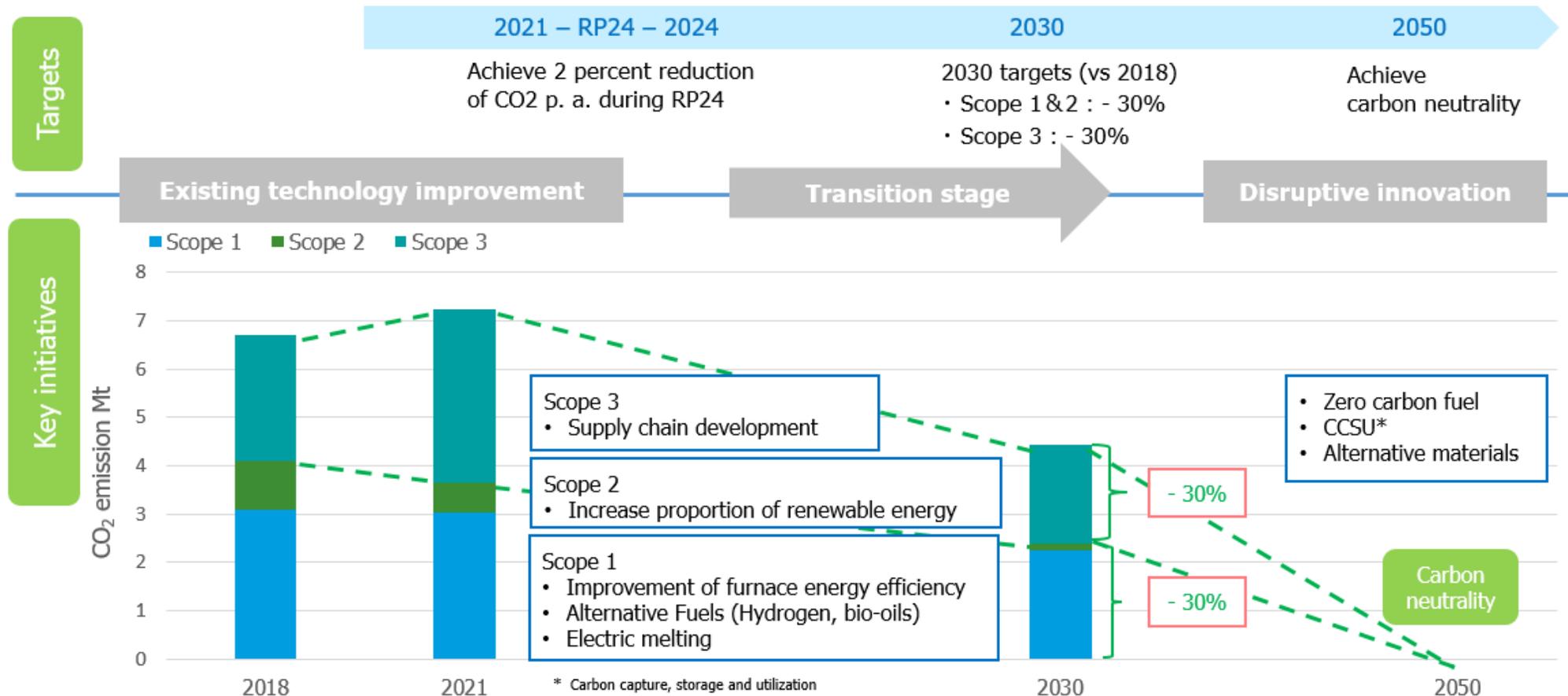
● Transformation into more profitable business portfolio

- Integration of the Group's Automotive Glass business in China with a major Chinese automotive glass manufacturer contracted

Transformation Initiatives under Revival Plan 24

Sustainability

- Contracted sustainability linked loan in Europe whose terms and conditions are linked with the Group's sustainability targets, leading to promotion of sustainability management and aiming for integration of financial and non-financial targets



4. For the Financial Year ending March 2024, Final Year of RP24

For the Financial Year ending March 2024, Final Year of RP24

FY2024/3, an important year for the Group's future. Continuing to improve profits and cash by cost saving efforts, expansion of VA products and sales price increase

New organization starting under CEO Hosonuma from April 2023

- **Continuing to promote business structure reform, focusing on improving profit and cash**
 1. Ensure employees' Health, Safety and Ethics & Compliance to protect our people
 2. Achieve major financial targets as business or function with a positive and forward-looking mindset in the volatile market environment
 3. Implement "Shine" initiatives, contributing to the growth of the Group not only during 2024/3 but also beyond
 4. Implement automation and digitalization initiatives for a faster and leaner future operation
 5. Reduce carbon from a sustainability as well as a cost reduction perspective
 6. Develop engagement with people and the organization
- **"4 (=3+1) F" for "corporate culture reform" :**
Flat organisation, **F**runk communication, **F**ast decision making, and **F**un at workplace
- **"4D" for future strategy :**
Decarbonisation, **D**igital, Business **D**evelopment, and **D**iversity
- **FY2024/3, the year to develop the Group's future and the new MTP from FY2025/3**

5. Summary

Summary

1. Annual results of Financial Year ended March 2023

- Continued revenue and OP increase above full-year forecast with price and volume improvement, partly supported by weaker JPY
- Higher energy, materials and other costs offset by sales price and volume improvements
- Continuous strong performance in Architectural, further price pass-through leading to full-year OP in Automotive
- Maintained equity ratio above RP24 target of 10% and achieved FCF above JPY 10.0 bn for two consecutive years

2. Forecast for Financial Year ending March 2024

- Revenue to flat, OP to decrease, but profit before taxation, profit for the period and net profit to improve returning profitable
- Continuous impact of input and other costs increase anticipated, with higher energy costs and worldwide inflation trend
- Focusing on profitability improvement through continuous cost reduction, expansion of VA products and price increase across the whole Group

3. Update of Transformation Initiatives under Revival Plan 24

- Business structure reform : Investments in glass for solar panels and float furnace in SA to continue to grow.
Started a verification test for transparent solar panels for use as windows in Japan
- Corporate culture reform : Promoting both bottom-up and top-down ways. Developing I&D into DEI.
Nominating Eriko Sakurai in response to diversity requirement for the Board of Directors
- Restoration of financial stability : Focusing on improving OP margin and net profit

4. For the Financial Year ending March 2024, Final Year of RP24

- New organization starting under CEO Hosonuma; completing RP24 and developing the new MTP

Notice

The projections contained in this document are based on information currently available to us and certain assumptions that we consider to be reasonable. Hence the actual results may differ. The major factors that may affect the results are the economic and competitive environment in major markets, product supply and demand shifts, currency exchange and interest rate fluctuations, changes in supply of raw materials and fuel and changes and laws and regulations, but not limited.

Nippon Sheet Glass Company, Limited

Appendices

Financial Year ended 31 March 2023 Annual Results

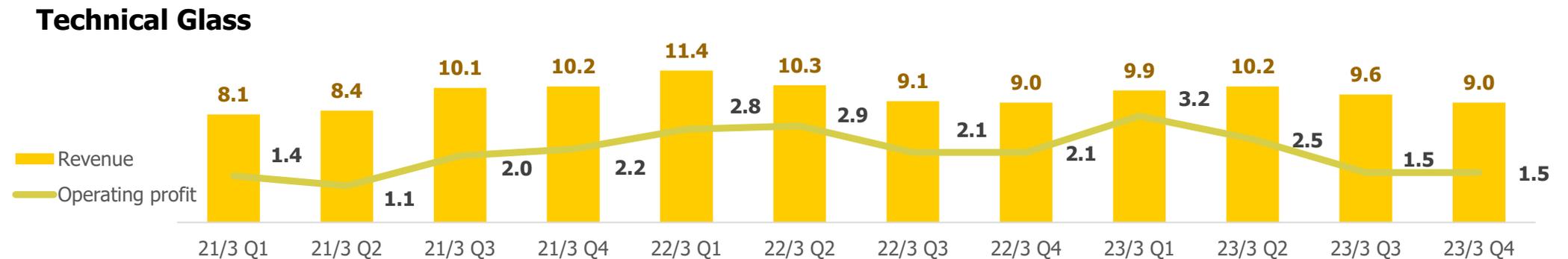
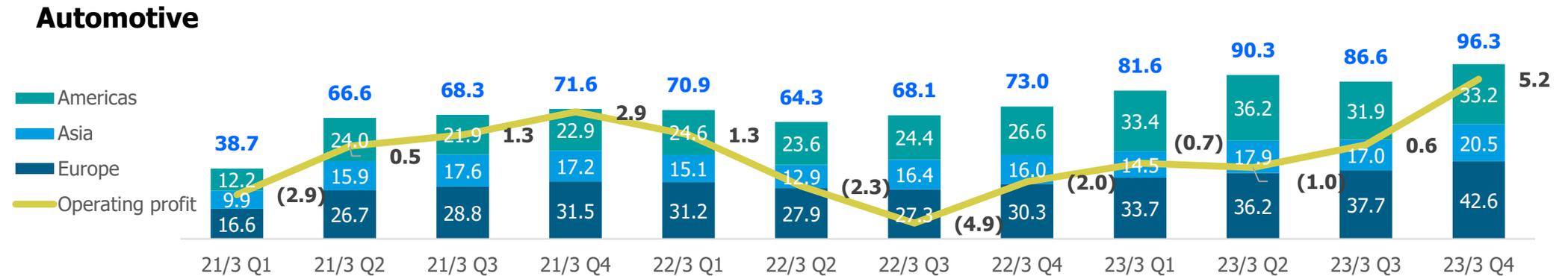
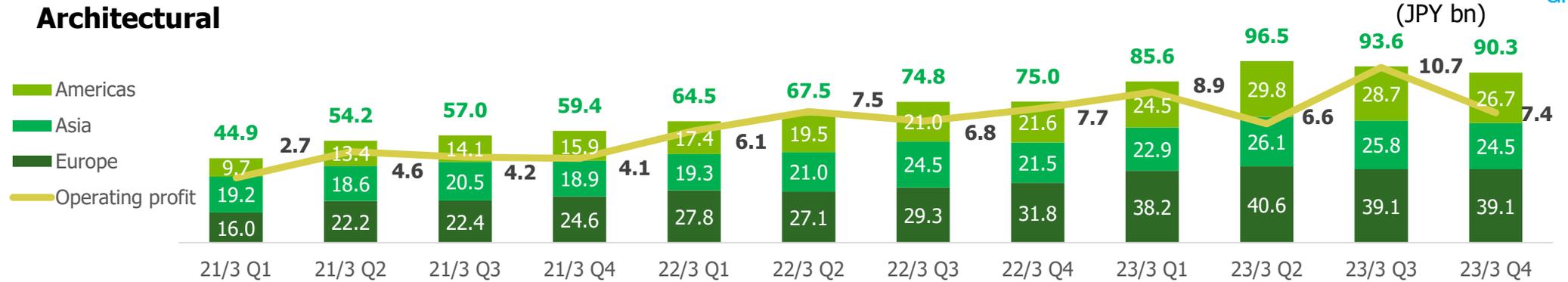
- Consolidated Income Statement – Quarterly Trend
- Revenue & Operating Profit – Quarterly Trend
- Segmental Information by Quarter
- Revenue & Operating Profit – by Region
- Exceptional Items
- Foreign Currency Exchange Rates and Sensitivity
- Depreciation & Amortization, Capital Expenditures, R&D Expenditures
- Energy Cost Breakdown
- News Releases

Consolidated Income Statement – Quarterly Trend

(JPY bn)	2021/3				2022/3				2023/3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Revenue	91.9	129.7	135.8	141.9	147.7	143.0	152.3	157.6	177.9	197.7	190.6	197.3
Operating profit/(loss)	(0.6)	3.8	4.8	5.0	7.2	5.5	1.8	5.5	8.3	6.2	9.7	10.7
Operating profit margin	-	2.9%	3.5%	3.6%	4.8%	3.9%	1.2%	3.5%	4.6%	3.1%	5.1%	5.4%
Exceptional items (COVID-19 related)	(11.5)	(1.3)	(1.2)	(2.1)	-	-	-	-	-	-	-	-
Operating profit/(loss) after COVID-19 related exceptional items	(12.1)	2.5	3.6	3.0	7.2	5.5	1.8	5.5	8.3	6.2	9.7	10.7
Exceptional items (net)	(0.1)	(0.8)	1.0	(6.1)	(0.2)	4.7	(0.2)	(0.7)	2.3	(47.3)	1.0	(1.2)
Operating profit/(loss) after exceptional items	(12.2)	1.7	4.6	(3.1)	7.0	10.2	1.7	4.8	10.6	(41.1)	10.7	9.4
Finance expenses (net)	(2.4)	(3.0)	(2.1)	(3.5)	(2.9)	(2.9)	(3.2)	(3.4)	(2.8)	(3.7)	(4.8)	(6.1)
Impairment of financial receivables owed by joint ventures and associates	-	-	-	-	-	-	-	(3.4)	-	-	-	-
Share of JVs and associates' profits	(0.4)	0.2	1.0	1.3	1.5	1.9	2.2	1.9	2.2	1.0	2.1	2.0
Other gains/(losses) on equity method investments	-	-	-	0.6	-	-	-	(3.4)	(1.2)	0.5	(0.4)	(0.4)
Profit/(loss) before taxation	(14.9)	(1.1)	3.5	(4.7)	5.5	9.2	0.7	(3.6)	8.8	(43.4)	7.7	4.9
Profit/(loss) for the period	(16.5)	(0.7)	3.7	(2.8)	2.9	6.7	1.0	(3.8)	3.3	(40.3)	2.2	3.8
Net profit/(loss) *	(16.4)	(0.9)	3.4	(3.0)	2.5	6.1	0.0	(4.5)	2.4	(41.2)	1.7	3.4
EBITDA	6.1	12.7	13.5	14.5	16.5	14.6	11.1	14.4	18.0	16.1	20.2	20.7

*Profit/(loss) attributable to owners of the parent

Revenue & Operating Profit – Quarterly Trend



Segmental Information by Quarter

(JPY bn)	2021/3					2022/3					2023/3				
	Q1	Q2	Q3	Q4	Cum.	Q1	Q2	Q3	Q4	Cum.	Q1	Q2	Q3	Q4	Cum.
Revenue: Architectural	44.9	54.2	57.0	59.4	215.5	64.5	67.5	74.8	75.0	281.8	85.6	96.5	93.6	90.3	365.9
Europe	16.0	22.2	22.4	24.5	85.2	27.8	27.1	29.3	31.8	116.0	38.2	40.6	39.1	39.1	157.1
Asia	19.2	18.6	20.5	18.9	77.2	19.3	21.0	24.5	21.5	86.2	22.9	26.1	25.8	24.5	99.2
Americas	9.7	13.4	14.1	16.0	53.1	17.4	19.4	21.0	21.6	79.5	24.5	29.8	28.7	26.7	109.6
Operating profit	2.7	4.6	4.3	4.1	15.7	6.1	7.5	6.8	7.7	28.1	8.9	6.6	10.7	7.4	33.6
OP after COVID*	(2.2)	4.1	3.8	3.4	9.1	-	-	-	-	-	-	-	-	-	-
Revenue: Automotive	38.7	66.7	68.2	71.6	245.2	70.9	64.3	68.1	73.0	276.2	81.6	90.3	86.6	96.3	354.7
Europe	16.6	26.7	28.8	31.5	103.6	31.2	27.9	27.3	30.3	116.7	33.7	36.2	37.7	42.6	150.2
Asia	9.9	15.9	17.6	17.3	60.6	15.1	12.9	16.4	16.0	60.4	14.5	17.9	17.0	20.5	69.9
Americas	12.2	24.1	21.9	22.9	81.0	24.6	23.6	24.4	26.6	99.2	33.4	36.2	31.9	33.2	134.7
Operating profit	(2.9)	0.5	1.3	2.9	1.8	1.3	(2.3)	(4.9)	(2.0)	(7.9)	(0.7)	(1.0)	0.6	5.2	4.1
OP after COVID*	(9.3)	(0.6)	0.4	1.7	(7.8)	-	-	-	-	-	-	-	-	-	-
Revenue: Technical	8.1	8.4	10.1	10.2	36.8	11.4	10.3	9.1	9.0	39.8	9.9	10.2	9.6	9.0	38.8
Europe	1.3	1.4	1.8	1.9	6.4	2.1	1.8	2.0	2.0	7.9	2.1	2.5	2.2	2.7	9.5
Asia	6.5	6.7	8.0	8.1	29.3	9.0	8.2	6.8	6.6	30.6	7.5	7.3	7.0	5.8	27.6
Americas	0.3	0.3	0.3	0.3	1.1	0.3	0.3	0.3	0.4	1.3	0.4	0.5	0.4	0.4	1.6
Operating profit	1.4	1.1	2.0	2.2	6.7	2.8	2.9	2.1	2.1	9.9	3.2	2.5	1.5	1.5	8.7
OP after COVID*	1.2	1.0	2.1	2.2	6.5	-	-	-	-	-	-	-	-	-	-
Revenue: Other	0.2	0.4	0.5	0.6	1.7	0.9	0.8	0.3	0.7	2.7	0.8	0.7	0.9	1.8	4.1
Operating profit	(1.8)	(2.3)	(2.8)	(4.2)	(11.1)	(3.1)	(2.5)	(2.2)	(2.4)	(10.1)	(3.1)	(1.9)	(3.1)	(3.4)	(11.5)
OP after COVID*	(1.8)	(2.0)	(2.7)	(4.3)	(10.8)	-	-	-	-	-	-	-	-	-	-
Revenue: Total	91.9	129.7	135.8	141.9	499.2	147.7	143.0	152.3	157.6	600.6	177.9	197.7	190.6	197.3	763.5
Operating profit	(0.6)	3.8	4.8	5.0	13.1	7.2	5.5	1.8	5.5	20.0	8.3	6.2	9.7	10.7	34.8
OP after COVID*	(12.1)	2.5	3.6	3.0	(3.0)	-	-	-	-	-	-	-	-	-	-

Revenue & Operating Profit – by Region

(JPY bn)	2022/3 Full-year			2023/3 Full-year			Change	
	Revenue	%	Operating profit/(loss)	Revenue	%	Operating profit	Revenue	Operating profit/(loss)
Europe	240.6	40%	(0.8)	316.8	41%	10.2	76.2	10.9
Asia	177.2	30%	20.4	196.7	26%	22.9	19.5	2.5
Americas	180.0	30%	10.5	245.9	32%	13.3	65.9	2.8
Other *	2.7	0%	(10.1)	4.1	1%	(11.5)	1.4	(1.4)
Total	600.6	100%	20.0	763.5	100%	34.8	163.0	14.8

* Revenue and Operating loss of Other Operation are not split by geographical regions.

Exceptional Items

(JPY bn)	2022/3 Full-year	2023/3 Full-year
Restructuring costs	(0.7)	(0.4)
Reversal of surplus provisions	0.4	1.9
Impairment of goodwill & intangible assets - net	0.1	(48.7)
Settlement of litigation matters - net	(0.6)	2.8
Gain on disposal of subsidiaries and businesses	4.4	1.5
Gain on disposal of non-current assets	-	0.7
Impairment of non-current assets	(0.6)	(2.6)
Others	(0.0)	(0.2)
Exceptional items - net	3.6	(45.2)

Foreign Currency Exchange Rates and Sensitivity

Average rates used

	2021/3				2022/3				2023/3				2024/3
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Forecast
GBP	133	135	136	139	153	152	153	153	163	163	164	163	160
EUR	118	121	123	124	132	131	131	130	138	139	140	141	134
USD	107	106	106	106	109	109	112	112	129	134	137	135	134
BRR	19.9	19.8	19.7	19.7	20.6	20.8	20.7	21.0	26.4	26.4	26.5	26.3	24.8
ARS	Closing rates are applied – hyperinflation												

Closing rates used

	2021/3				2022/3				2023/3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
GBP	132	135	141	152	153	150	156	160	165	161	160	165
EUR	121	124	127	130	132	129	131	136	142	141	140	145
USD	107	105	103	111	111	112	116	122	136	145	132	133
BRR	19.9	18.7	19.8	19.1	22.3	20.6	20.4	25.5	26.2	26.7	25.7	26.2
ARS	1.53	1.38	1.22	1.20	1.16	1.13	1.12	1.10	1.09	0.98	0.76	0.64

Sensitivity

Increase (decrease) if the value of the yen appreciates by 1% - all other things being equal

	2023/3
Equity	JPY (3.0) billion
Loss for the period	Improve by JPY 0.4 billion

Depreciation & Amortization, Capital Expenditures, R&D Expenditures

(JPY bn)	2022/3 Full-year	2023/3 Full-year	2024/3 Full-year Forecast
Depreciation & Amortization	36.7	40.2	44.0
Capital expenditures	28.6	40.9	47.7
Ordinary	24.6	36.5	
Strategic projects and other	4.0	4.4	
R&D expenditures	7.7	9.1	10.0
Architectural	2.4	2.8	
Automotive	2.3	2.7	
Technical Glass	0.9	1.0	
Other	2.2	2.6	

Energy Cost Breakdown (FY2022/3→FY2023/3)

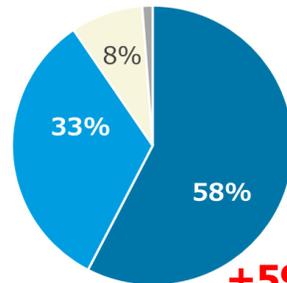
Energy costs +59%* YoY for the Group, +76% for natural gas.

Natural gas prices still in high levels, although declined during H2.

Huge cost pressures in Europe and Americas by region, and in Architectural by business

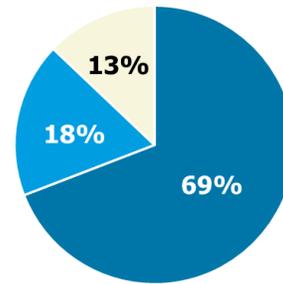
FY2022/3 (Cumulative)

Group
(by Energy)



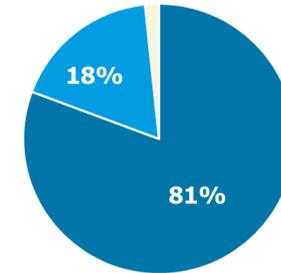
**+59%,
Natural gas+76%**

Group natural gas
(by Region)

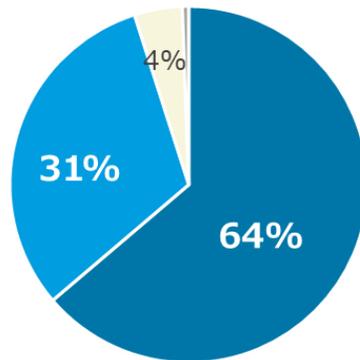


Europe+82%, Americas+74%

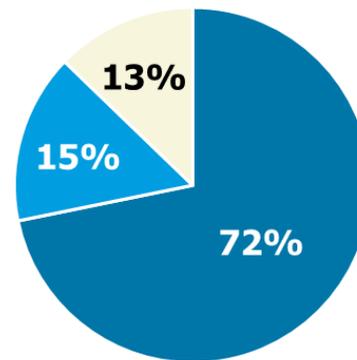
Group natural gas
(by business)



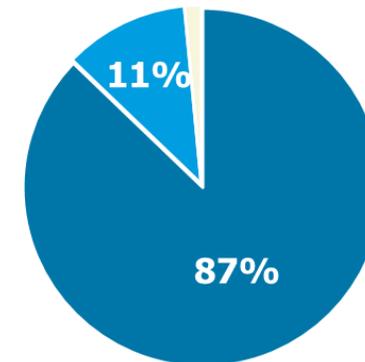
Architectural+90%



■ Natural Gas ■ Electricity ■ Oil ■ Others



■ Europe ■ Asia ■ Americas

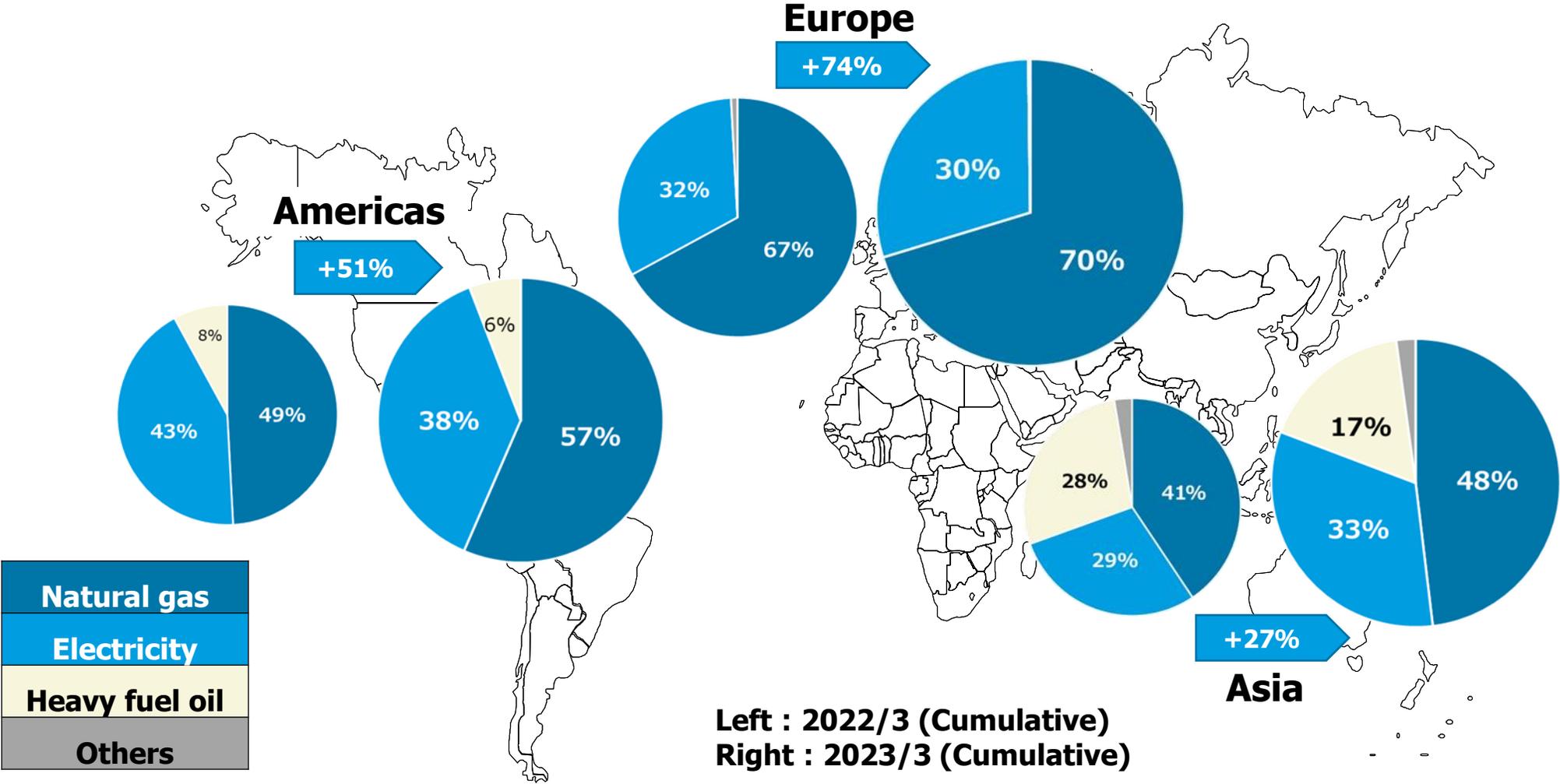


■ Architectural ■ Automotive ■ Technical

FY2023/3 (Cumulative)

Energy Cost Breakdown (by region)

Significant impact to worldwide energy costs by natural gas price hike, especially in Europe and Americas



News Releases — November 2022 to April 2023



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

8-Nov-22	-Aiming for a Zero-Incident Workplace Environment- NSG Group's Safety Day Activities at All Locations Worldwide
16-Dec-22	Completion Ceremony Held for Second Research Building of Technical Research Laboratory Japan
25-Jan-22	Energy-saving Electrochromic Installed in Japan in "Kudan Kaikan Terrace"
16-Mar-22	"NSG GROUP EHS AWARDS 2022" held Worldwide
17-Mar-22	NSG Group Recognized as CDP Supplier Engagement Leader for Two Consecutive Years
21-Apr-22	Investment in Sustainable Glassmaking in UK