Last Revised October 15, 2026

PPG INDUSTRIES, INC.
CORPORATE GOVERNANCE GUIDELINES
OF THE BOARD OF DIRECTORS

The Board of Directors of PPG Industries, Inc. (the "Company") has adopted the following corporate governance guidelines in order to preserve and strengthen the structure and processes of the Board of Directors. The guidelines acknowledge the leadership exercised by the standing committees of the Board of Directors and their chairs. The guidelines also recognize the importance of maintaining the flexibility to adapt corporate governance processes to meet the changing requirements of business. These guidelines may be amended by the Board of Directors and the Board of Directors may make exceptions to them.

1. SELECTION OF THE CHAIR OF THE BOARD AND CHIEF EXECUTIVE OFFICER.

The Board of Directors will select the Chair of the Board of Directors (the "Chair") and Chief Executive Officer (the "CEO") and determine from time to time whether the positions of Chair and CEO are to be combined and filled by one person or separated and filled by two persons.

2. BOARD COMPOSITION AND INDEPENDENCE.

The Restated Articles of Incorporation and Bylaws of the Company provide for no less than 9 nor more than 17 Directors.

After reviewing recommendations from the Nominating and Governance Committee, the Board of Directors will establish criteria for Board of Directors membership which it will use in filling vacancies on the Board of Directors and making recommendations to shareholders regarding the election of Directors. These criteria should be based on an assessment of the needs of the Board of Directors and will require, at a minimum, that a majority of the Directors (i) be "independent" within the meaning of any applicable laws, regulations or stock exchange rules and (ii) satisfy the categorical director independence standards set forth in Annex A hereto.

The Bylaws of the Company provide for majority voting in the election of Directors in uncontested elections (i.e., an election where the number of nominees does not exceed the number of Directors to be elected). If a Director is not elected by a majority of votes cast, the Director is required to submit his or her resignation to the Board of Directors. The Nominating and Governance Committee or another committee appointed by the Board of Directors will recommend to the Board of Directors whether to accept or reject the resignation or whether other action should be taken. The Board of Directors will act on the committee's recommendation and publicly disclose its decision and the rationale

behind it within 90 days following the date of the certification of the election results. The Director who tenders his or her resignation will not participate in the Board of Directors' decision with respect to such resignation.

The agenda for each Board of Directors meeting will provide for an executive session of the independent Directors to meet without management present, if the independent Directors desire to do so. If the Chair is not an independent Director, the chair of the Nominating and Governance Committee shall serve as the Lead Director, unless another Director is designated by the independent Directors. The Lead Director shall chair the executive sessions of the independent Directors, fostering an environment of open dialogue among the independent Directors. In the event the Lead Director is unable to participate in an executive session, the independent Directors present at such executive session shall choose an independent Director to preside at such executive session. The Lead Director's additional responsibilities include:

(a) presiding at all meetings of the Board of Directors at which the Chair is not present;

(b) authority to call meetings of the independent directors;

(c) facilitating communications and serving as a liaison between the Chair, the CEO and the independent directors;

(d) communicating to the Chair any suggestions, views or concerns expressed by the independent Directors being available to consult with the Chair and the CEO about the concerns of the Board of Directors;

(e) advising the Chair as to the information necessary or appropriate for the independent Directors to effectively and responsibly perform their duties and provide feedback on the quality, quantity and timeliness of information submitted by management;

(f) approving Board of Directors meeting agendas and other types of information sent to the Board of Directors and facilitating efficient and effective functioning of the Board of Directors;

(g) approving meeting schedules to assure that there is sufficient time for discussion of all agenda items;

(h) being available for consultation and direct communication with major shareholders as appropriate;

(i) participating in the identification and evaluation of Director candidates and facilitating Director development;

(j) establishing a close relationship and trust with the CEO and acting as a resource for and advisor to the CEO;

(k) unless otherwise directed by the Board of Directors, serving as the independent Directors' representative in extraordinary matters such as significant corporate transactions and crisis situations;

(l) recommending to the Board of Directors the formation and membership of ad-hoc committees of the Board of Directors to oversee extraordinary matters such as significant corporate transactions and crisis situations;

(m) authorizing the retention of outside advisors and consultants who report directly to the Board of Directors on Board of Directors-wide issues; and

(n) performing such other duties as the Board of Directors may from time to time designate.

The Board of Directors believes that management speaks for the Company. Directors may from time to time meet or otherwise communicate with various constituencies that are involved with the Company. But, it is expected that Directors would do this with the knowledge of management and, in most instances, at the request of management.

The Board of Directors and its committees shall have the right at any time to retain independent outside financial, legal or other advisors.

3. BOARD MEETING PRACTICES

The Human Capital Management and Compensation Committee will report once a year to the Board of Directors the status of the Company's Director compensation in relation to other large U.S. companies.

Changes in the form or amount of Director compensation, if any, should come at the suggestion of the Human Capital Management and Compensation Committee, but with full discussion and approval by the Board of Directors.

The Chair, in consultation with the CEO if that person is not the CEO, will establish the agenda for each Board of Directors meeting, which shall be approved by the Lead Director. Each Director is free to suggest the inclusion of items on the agenda. Each Director is free to raise at any Board of Directors meeting subjects that are not on the agenda for that meeting.

At least one Board of Directors meeting each year will be devoted to a review of the long-term strategic plans and the principal issues that the Company may face in the future.

The Chair, in consultation with the CEO if that person is not the CEO, will prepare and the Board of Directors will receive a schedule of agenda subjects to be considered during the year.

Information and data that are important to the Board of Directors' understanding of the matters to be considered at any meeting of the Board of Directors will be distributed in writing to the Board of Directors before the Board of Directors meets. Management will make every attempt to see that this material is as brief as possible while still providing an appropriate level of detail.

Outlines of presentations on certain subjects will be sent to the Directors in advance. The Board of Directors will receive, in advance, supporting data for all capital requests to be considered by the Board of Directors and, where appropriate, "white papers" on subjects to be discussed at up-coming meetings.

Directors should make every reasonable effort to attend all Board of Directors meetings and meetings of the committees of which they are a member, and to review the materials sent to them in advance of those meetings.

The Chair may, as appropriate, invite other Company officers to attend Board of Directors meetings.

4. BOARD COMMITTEES

The Board of Directors has formed the following standing committees: (a) Audit Committee; (b) Nominating and Governance Committee; (c) Human Capital Management and Compensation Committee; and (d) Sustainability and Innovation Committee. Subject to applicable laws, regulations and stock exchange rules and standards, the Board of Directors may, at any time and from time to time, form one or more new committees or disband existing committees.

Only independent Directors will serve on the committees specifically identified above, and the members of the Audit Committee and the Human Capital Management and Compensation Committee shall satisfy any additional independence standards imposed by applicable law or stock exchange rules. The Chair and the CEO, if that person is not the Chair, shall each be an ex-officio and non-voting member of each committee of the Board of Directors. Each of the committees of the Board of Directors should meet on occasion without the Chair or CEO in attendance, and the Chair or CEO may be excused from all or any portion of any such committee meeting upon the request of any member of such committee.

The Nominating and Governance Committee shall make all recommendations to the Board of Directors for committee membership and for the chairs of the committees. After consideration of such recommendations, the Board of Directors will designate the members of the committees, taking into

account the desires of the individual Directors and the suggestions of the Chair, the CEO and the Lead Director.

[NOTE: It is the sense of the Board of Directors that consideration should be given to rotating committee members periodically at about a 6-year interval, but the Board of Directors does not feel that such a rotation should be mandated as a policy as there may be reasons at a given point in time to maintain an individual Director's committee membership for a longer period or to shorten the period.]

The chair of each standing committee, in consultation with committee members and the appropriate members of management and staff, will develop the committee's agenda. Every year, each committee will establish a schedule of agenda subjects to be discussed during the year. The schedule for each committee will be furnished to all Directors.

The chair of each committee, in consultation with its members, will determine the frequency and length of the meetings of the committee.

The Nominating and Governance Committee is responsible to report annually to the Board of Directors following the end of each fiscal year an assessment of the Board of Directors' performance. This assessment report will be led by the Lead Director and discussed with the Board of Directors and based upon the Board of Directors' self-evaluation for the year just ended, to determine whether the Board of Directors and its committees are functioning effectively.

[NOTE: This assessment should be of the Board of Directors' contribution as a whole and specifically review areas in which the Board of Directors and/or management believes a better contribution could be made. Its purpose is to increase the effectiveness of the Board of Directors, not to target individual Directors.]

Each standing committee of the Board of Directors is responsible to report annually to the Board of Directors an assessment of the committee's performance during the preceding year. In addition, each standing committee will assess the adequacy of its charter annually and report its findings to the Board of Directors and the Nominating and Governance Committee. The Nominating and Governance Committee will also annually assess the adequacy of the charters of each standing committee of the Board of Directors and report its assessment of each committee's charter to that committee and to the Board of Directors.

Annually, the Human Capital Management and Compensation Committee will make a preliminary evaluation of the performance of the CEO. Thereafter, the Human Capital Management and Compensation Committee will report the results of that evaluation to the independent Directors, who will then participate in a final evaluation of the CEO's performance. Thereafter, the chair of the

Human Capital Management and Compensation Committee will review the results of the Board of Directors' evaluation with the CEO.

Each committee of the Board of Directors shall regularly report to the Board of Directors on matters considered at their meetings.

5. INDIVIDUAL DIRECTORS

The Board of Directors should be responsible, in fact as well as practice, for selecting its own members. The Board of Directors delegates the search and recommendation process involved to the Nominating and Governance Committee in consultation with the Chair.

The invitation to join the Board of Directors should be extended by the Board of Directors, the chair of the Nominating and Governance Committee and the Chair.

The Secretary of the Company shall arrange an orientation for new Directors covering, among other things, Director duties and responsibilities, Board of Directors practices, executive compensation practices, and a review of the Company's businesses, strategies, financial statements, and technology and research. Directors will receive briefings and materials as appropriate to update them on their duties and responsibilities and corporate governance matters. In addition, Directors are encouraged to attend continuing director education courses provided by third parties at the Company's expense.

With regard to Director retirement age, no person shall be nominated to stand for election to, nor be elected to, fill a vacancy in the Board of Directors if such election would take place after such person has attained age 75. Any Director who has attained the age of 75 shall retire at the next annual meeting following the Director's 75th birthday.

Each employee of the Company who is also a Director of the Company shall resign as a Director effective as of the same date he or she retires from, or otherwise ceases to be an employee of, the Company.

Prior to the renomination of any incumbent Director, the Nominating and Governance Committee shall examine such Director's (1) change in position of principal employment by retirement or otherwise and the concomitant effect such change shall have on the incumbent's ability to continue to make meaningful contributions to the Board of Directors; (2) attendance record for Board of Directors and committee meetings during the Director's term; (3) commitments, including consideration of directorships and any leadership positions held at other public and private companies and non-profit entities, to help determine whether such commitments compromise the Director's effectiveness as a member of the Board of Directors; and (4) any other known

limitations to continued active involvement as a Director or other considerations deemed relevant by the Nominating and Governance Committee.

As a general rule, unless the Nominating and Governance Committee has reviewed and approved an exception thereto, Directors must adhere to the following guidelines:

- Independent Directors may serve on no more than four public company boards, including the Company's Board.

- A Director who is an executive officer of a public company, including the Company, may serve on no more than two public company boards, including the Company's Board of Directors.

Any Director who experiences a change in his or her principal occupation or primary business affiliation from that in which the Director was engaged when last elected to the Board of Directors, should promptly submit a letter offering his or her resignation as a Director to the Chair or Secretary and to the chair of the Nominating and Governance Committee. The Board of Directors, with input from the Nominating and Governance Committee and the Chair, will consider whether to accept the offer of resignation based on the effect such change in occupation or primary business affiliation may have on that Director's ability to serve and to be an effective Director. For this purpose, retirement is considered a change of employment.

Any Director who is considering accepting an invitation to join the board of directors of any other business corporation (whether publicly or privately held) shall notify the Chair and the chair of the Nominating and Governance Committee in advance of accepting such invitation so as to enable the Nominating and Governance Committee to make, in a timely manner, a determination as to whether there is an "interlocking directorate" issue or other conflict and to communicate such determination, and any related recommendation, to such Director and to the Board of Directors.

Directors are required to own shares of the Company's stock with a value equal to five times the portion of the annual retainer that is paid in cash within five years of becoming a Director. Stock held personally, unvested restricted stock units, and equivalent shares held for the Director in the Directors' Deferred Compensation Plan count toward reaching this guideline.

6. COMPANY MANAGEMENT

Directors will have complete access to the Company's management.

[NOTE: It is assumed that Directors will use judgment to be sure that this contact is not distracting to the business operations of the Company.]

The Bylaws of the Company provide that if no person is elected to the office of CEO, the Chair shall be the CEO.

At least once a year, and additionally as appropriate, the Chair, in consultation with the CEO if that person is not the CEO, or the Chair's designee will report to the Board of Directors on succession planning and will review with the Board of Directors the Company's program for management development.

There shall also be available to the Board of Directors, on a continuing basis, the Chair's recommendation as to a successor should the CEO unexpectedly become unable to fulfill his or her duties. The Chair will consult with the CEO on such recommendation if the Chair is not the CEO and will consult with the Lead Director if the Chair is the CEO.

7. ADDITIONAL BOARD RESPONSIBILITIES

The Board of Directors shall periodically review with management:

(a) the Company's community engagement and charitable programs, including the activities of the PPG Industries Foundation;

(b) the Company's environment, health and safety, sustainability and corporate governance programs and practices; and

(c) the Company's long-standing culture of inclusion and engagement.

8. BOARD RESPONSIBILITY FOR FINANCIAL MATTERS

The Board of Directors shall:

(a) annually review with management the Company's financing requirements and programs for obtaining funds;

(b) annually review the Company's estimates of revenues, costs, expenses, earnings and cash balances and cash flow;

(c) authorize original capital transactions in excess of $100 million and capital transaction overruns and dispositions in accordance with the authority levels approved by the Board of Directors;

(d) review and approve an aggregate consolidated borrowing limit for the Company and its consolidated subsidiaries and establish authority for loans or guarantees to third parties in excess of $10 million per year in the aggregate;

(e) review the issuances and repurchases of equity or publicly issued long-term debt securities of the Company;

(f) review the Company's dividend policy;

(g) periodically review with management the Company's investment practices for foreign exchange, investments and derivatives; and

(h) review the Company's plans relating to proposed changes in the capital structure of the Company.

ANNEX A
DIRECTOR INDEPENDENCE STANDARDS

In forming its opinion as to the independence of any Director, the Board of Directors will be guided by the principle that in order to be independent, a Director should be independent of management and free from any material relationship that would interfere with such Director's exercise of independent judgment as a Director. To assist it in determining the independence of Directors, the Board of Directors has established the following categorical standards:

1. No director qualifies as "independent" unless the Board of Directors affirmatively determines that the Director has no material relationship with the Company (either directly or as a partner, shareholder or officer of an organization that has a material relationship with the Company).

2. A Director will not be deemed "independent" if:

   (i) the Director is, or has been within the last three years, an employee of the Company; or

   (ii) an Immediate Family Member of the Director is, or has been within the last three years, an Executive Officer of the Company; or

   (iii) the Director has received, or an Immediate Family Member of the Director has received, during any twelve-month period within the last three years, more than $120,000 in direct compensation from the Company (other than Director and Board of Directors committee fees and pension or other forms of deferred compensation for prior service that is not contingent in any way on continued service); or

   (iv) (A) the Director or an Immediate Family Member of the Director is a current partner of the Company's independent registered public accounting firm; (B) the Director is a current employee of such firm; (C) an Immediate Family Member of the Director is a current employee of such firm and participates in such firm's audit, assurance or tax compliance (but not tax planning) practice; or (D) the Director or an Immediate Family Member of the Director was within the last three years (but is no longer) a partner or employee of such firm and personally worked on the Company's audit within that time; or

   (v) an Executive Officer of the Company is, or was within the last three years, a member of the compensation committee of the board of directors of a company where the Director, or an Immediate Family Member of the Director, is or was an Executive Officer at the same time; or

(vi) the Director is presently an officer of a company on whose board of directors a present officer of the Company serves as a director; or

(vii) the Director is a current employee, or an Immediate Family Member of the Director is a current Executive Officer, of a company that has made payments to, or received payments from, the Company for property or services in an amount which, in any of the preceding three fiscal years, exceeds (A) the greater of $1 million or 2% of such company's annual consolidated gross revenues or (B) the greater of $1 million or 2% of the Company's annual consolidated gross revenues; or

(viii) the Director is an Executive Officer of a company that is indebted to the Company, or to which the Company is indebted, and the aggregate principal amount of either company's indebtedness to the other (excluding amounts due for purchases subject to usual trade terms or publicly issued debt) is greater than 2% of the total consolidated assets of the debtor as of the end of the debtor's most recent fiscal year; or

(ix) the Director serves as an employee or executive officer of a tax exempt organization that has received, within the last three years, contributions in any single fiscal year from the Company in an amount that exceeds the greater of $1 million or 2% of such tax exempt organization's annual consolidated revenues.

For purposes of this Annex A, the following terms shall have the meanings ascribed to them below:

- "Executive Officer" means an "officer" within the meaning of Rule 16a-1(f) under the Securities Exchange Act of 1934.

- "Immediate Family Member" means a person's spouse, parents, children, siblings, mothers and fathers-in-law, sons and daughters-in-law, brothers and sisters-in-law, and anyone (other than domestic employees) who shares such person's home.

- "The Company" means PPG Industries, Inc. and its subsidiaries, which includes only those partnerships, limited partnerships, limited liability companies, corporations or other legal entities the entirety or majority of whose partnership or membership interests, voting stock or other equity interests evidencing ownership and control is owned directly or indirectly through one or more subsidiaries, by PPG Industries, Inc.

The ownership of Company stock by the Company's Directors is encouraged and the ownership by any Company Director of a substantial amount of Company stock is not, in itself, a basis for a determination that any such Director is not independent.