

**The AGC Group  
New Medium-term Management Plan**

***AGC plus-2023***

The AGC logo is displayed in a white box on the right side of the slide. It consists of the letters 'AGC' in a bold, blue, sans-serif font. A small red square is positioned to the right of the letter 'G'.

**AGC Inc.**

February 5, 2021

Your Dreams, Our Challenge

## Moving into the 2<sup>nd</sup> Phase of Vision 2025

Evolve AGC's ambidextrous management and accelerate the transformation of its business portfolio.

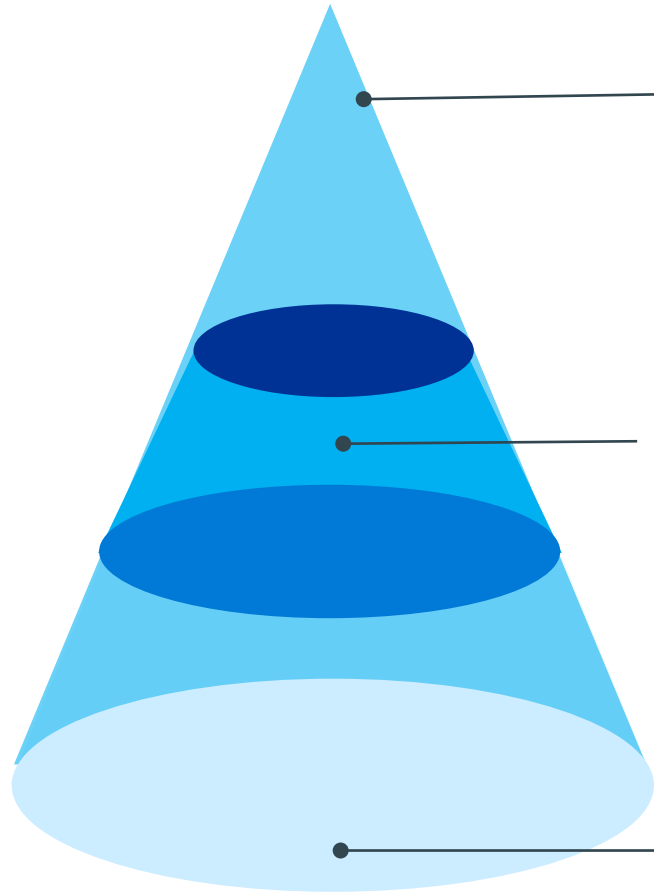
### Your Dreams, Our Challenge

The AGC Group strives to ensure that its unique materials and solutions will continue providing value to its customers and society as a whole.

- 1. Long-term Management Strategy**  
**Vision 2030** **P. 4**
- 2. Review of Medium-term Management Plan**  
***AGC plus-2020*** **P. 12**
- 3. New Medium-term Management Plan**  
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# Long-term Management Strategy

# **Vision 2030**



## **Our Mission**

**AGC, an everyday essential part of our world**  
AGC's unique materials and solutions make people's lives better around the world every day.

## **Our Shared Values**

- ◆ **Innovation & Operational Excellence**
- ◆ **Diversity**
- ◆ **Environment**
- ◆ **Integrity**

## **Our Spirit**

**Never take the easy way out, but confront difficulties.**

The AGC Group adds a “plus” by

- Providing safety, security, and comfort to society,
- Creating new value and functions for customers and business partners and building trust with them,
- Enhancing job satisfaction among employees,
- Increasing the Group’s corporate value for investors, and
- Building a better future for coming generations.

- **AGC views social issues as follows, which have remained unchanged since the launch of Vision 2025.**
- **Greater importance is placed on climate change and other sustainability issues as well as response to a rapid DX shift.**

## Long-term social issues

- **Developing social infrastructure**
- **Achieving a safe and comfortable mobility**
- **Addressing food crises**
- **Building an info-intensive and IoT society**
- **Facilitating better health and longevity**
- **Addressing climate change**
- **Effective use of resources**
- **Creating a socially and environmental-conscious supply chain**
- **Ensuring fair and equal employment and workplace safety**
- **Considering relationships with local communities and the environment**

## **Vision 2030**

**By providing differentiated materials and solutions, AGC strives to help realize a sustainable society and become an excellent company that grows and evolves continuously.**



# Concept for Realizing Vision 2030

- **While the basic strategy remains the same as the previous long-term strategy, we will place more focus on social value creation.**

## Group-wide Strategy

With both core and strategic businesses as drivers, AGC will keep optimizing business portfolio and create economic and social value continuously.

### Core Businesses

Heighten the competitiveness of each business and build robust profit foundations that have long-term stability

### Strategic Businesses

Focusing on high-growth fields, utilize our strengths to create and expand high-profit businesses that will become our future pillars

## AGC Group Strength: we can provide differentiated materials to growth industries that will underpin future society.

Relationships with and trust of clients throughout society and across a broad range of industries

Differentiated materials and technologies

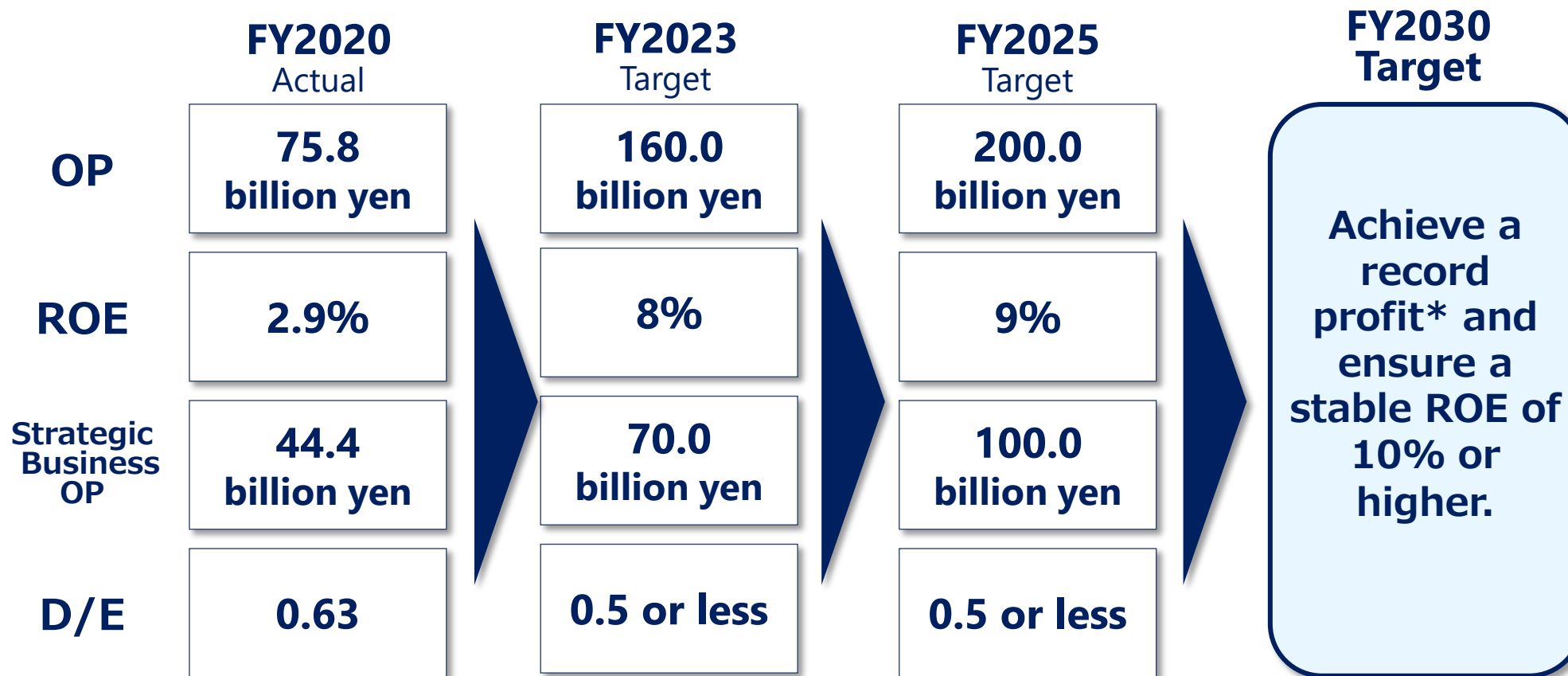
Production technology and process development capabilities

Globally integrated management that unites diverse personnel

Corporate culture that encourages ambitious initiatives

# Financial Targets under Vision 2030

- By 2030, AGC will achieve a record profit and ensure a stable ROE of 10% or higher.



\* Past record:  
OP 229.2 billion yen in 2010

# Social Value the AGC Group Wants to Create

- Through its business activities, AGC will create social value in the following five areas to help solve social issues.

Contributing to the realization of safe and comfortable urban infrastructure

Contributing to the realization of safe and healthy lifestyles

Contributing to the realization of a sustainable global environment

Contributing to the maintenance of a healthy and secure society

Contributing to the creation of fair and safe workplaces

Work toward the sustainability goals in all business activities

## Major Opportunities

- Developing social infrastructure
- Achieving a safe and comfortable mobility
- Addressing food crises
- Building an info-intensive and IoT society
- Facilitating better health and longevity
- Addressing climate change
- Effective use of resources

## Major Risks

- Creating a socially and environmental-conscious supply chain
- Ensuring fair and equal employment and workplace safety
- Considering relationships with local communities and the environment

# Review of Medium-term Management Plan *AGC plus-2020*

## Key issue

**A portfolio reform was needed for ROE improvement as a high % of businesses were of low asset efficiency or affected by market fluctuations.**

### Major strategies

**Strengthen high-value-added businesses that are resilient to market fluctuations**

**Promote growth strategies of strategic businesses**

**Concentrate management resources in growing and winnable regions**

**Achieve sustainable growth through strategic M&A**

### Outcome



Growth was seen in strategic businesses but not enough for the group as a whole.



Electronics and Life Science grew beyond the expectation



Chlor-alkali business steadily expanded in S.E. Asia



A number of issues remained to be solved in the glass business



M&A of Chemicals (Life Science/SE Asia) produced results.



PCB materials severely affected by US-China trade friction

# AGC plus-2020 Summary by Segment

- Strategic businesses, not affected by Covid19, grew beyond the expectation.
- Architectural glass & automotive glass, affected by Covid-19, left major issues to be solved.

<b>Strategic Business</b>	Electronics Life Science	<ul style="list-style-type: none"> <li>• No major impact from Covid-19</li> <li>• Businesses expanded faster than expected, and maintained high asset efficiency at the same time</li> </ul>
	Mobility	<ul style="list-style-type: none"> <li>• Growth speed was slower than expected due to Covid-19 impacts</li> </ul>
<b>Core Business</b>	Display	<ul style="list-style-type: none"> <li>• Built a stable business foundation by capturing the growing demand in China</li> </ul>
	Chlor-Alkali/ Urethane	<ul style="list-style-type: none"> <li>• While caustic soda severely affected by Covid-19 and market deterioration, PVC remained robust</li> <li>• Steadily captured growing demand in S.E. Asia and maintained the high margin though affected by Covid-19</li> </ul>
	Fluorochemicals & Specialty	<ul style="list-style-type: none"> <li>• Maintained the high margin except for Covid-19 impact</li> <li>• Expanded the capacity of existing facilities for future growth</li> </ul>
	Architectural glass Automotive glass	<ul style="list-style-type: none"> <li>• Asset efficiency continued to be below the cost of capital partly because of Covid-19 impacts</li> <li>• In addition to the plant relocation in Indonesia and new facility development in Morocco, facility repairs and other investments hindered cash generation and asset efficiency improvement</li> </ul>

# AGC plus-2020 Financial Targets

- Although strategic businesses exceeded the expectation, the financial targets were unachieved.

	FY2017 Actual	FY2020 Target	FY2020 Actual	Excluding Covid-19 impact (estimate)
<b>OP</b>	<b>119.6 billion yen</b>	<b>160.0 billion yen or more</b>	<b>75.8 billion yen</b>	<b>125.0 billion yen</b>
<b>ROE</b>	<b>6.1%</b>	<b>8% or more</b>	<b>2.9%</b>	<b>6%</b>
<b>Strategic Business</b> (%) profit contribution ratio (Yen) OP	<b>12%</b> <b>14.2 billion yen</b>	<b>25% or more</b> <b>40.0 billion yen</b>	<b>59%</b> <b>44.4 billion yen</b>	<b>36%</b> <b>No impact</b>
<b>D/E Ratio</b>	<b>0.38</b>	<b>0.5 or less</b>	<b>0.63</b>	<b>0.53</b>

**New Medium-term Management Plan**  
***AGC plus-2023***



## ■ AGC will accelerate the following strategies toward Vision 2030.

### Pursuing ambidextrous management

- We will accelerate the growth in the strategic business area, and at the same time explore new business areas including those related to energy.
- In the core business, we will conduct a structural reform in the architectural glass and automotive glass businesses that need improvements in profitability and asset efficiency.
- For other businesses in the core business area, we will strengthen their profit foundation and cash generation.

### Promotion of sustainability management

- Propelling materials innovation to help solve social issues
- Aiming for net-zero carbon in 2050
- Strengthening human resources and group-wide governance




### Gaining competitiveness by accelerating digital transformation

- Taking a transformation of the business model itself into consideration, leverage digital technologies to improve the process from product development to sales activities
- Use digital technologies to provide value to customers and society and gain competitiveness



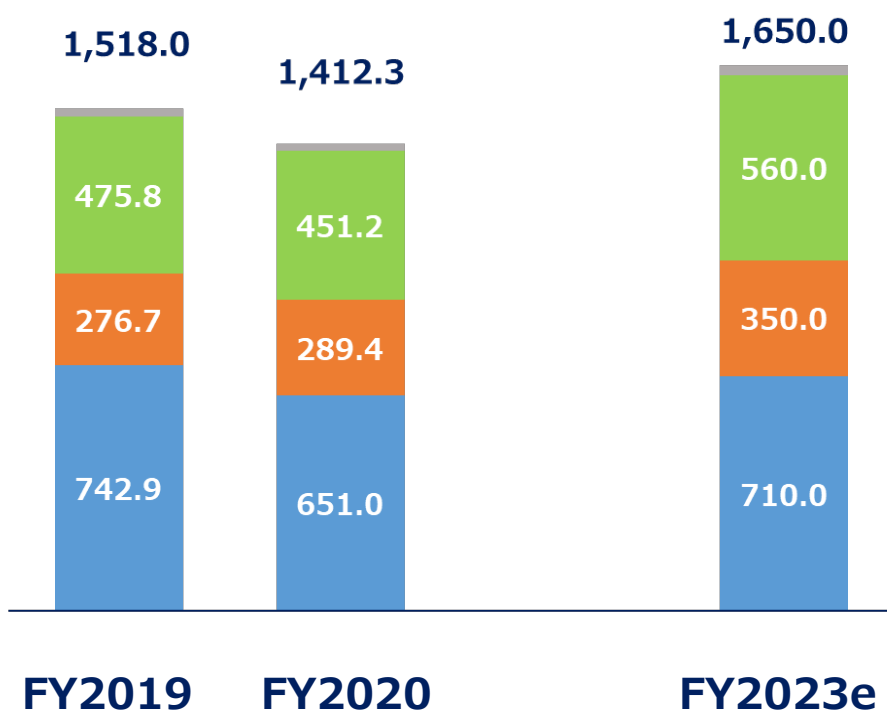
DX銘柄2020  
Digital Transformation

# ***AGC plus-2023*** Financial Targets

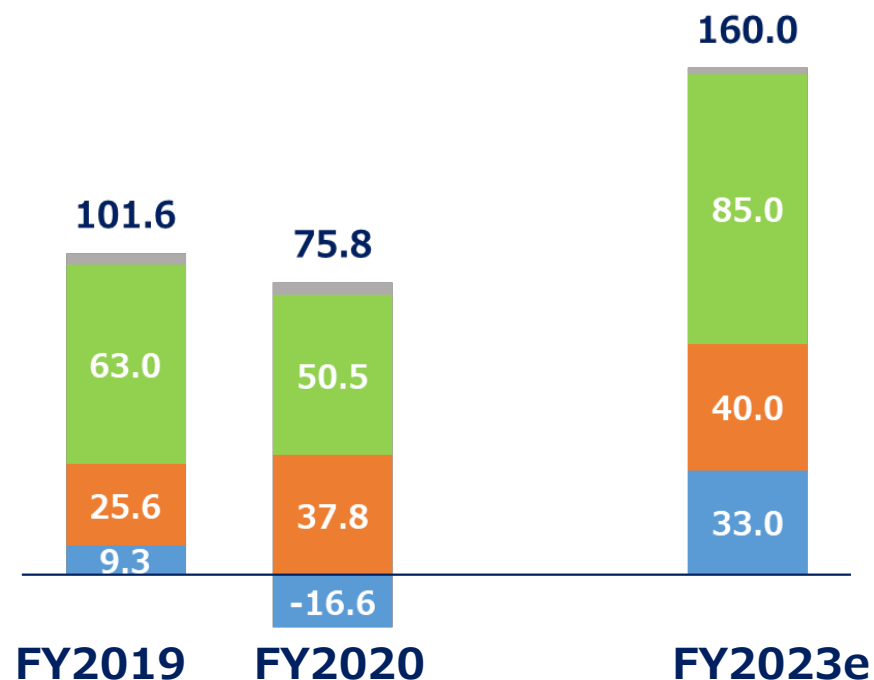
	<b>FY2020 Actual</b>		<b>FY2023 Target</b>
<b>OP</b>	<b>75.8 billion yen</b>		<b>160.0 billion yen</b>
<b>ROE</b>	<b>2.9%</b>		<b>8%</b>
<b>Strategic Business OP</b>	<b>44.4 billion yen</b>		<b>70.0 billion yen</b>
<b>D/E Ratio</b>	<b>0.63</b>		<b>0.5 or less</b>

# AGC plus-2023 Performance by Segment

Net sales (Billion yen)



OP (Billion yen)



■ Glass 
 ■ Electronics 
 ■ Chemicals 
 ■ Ceramics & others

## New Medium-term Management Plan

# ***AGC plus-2023***

- **Pursuing ambidextrous management**
- Promotion of sustainability management
- Gaining competitiveness by accelerating digital transformation

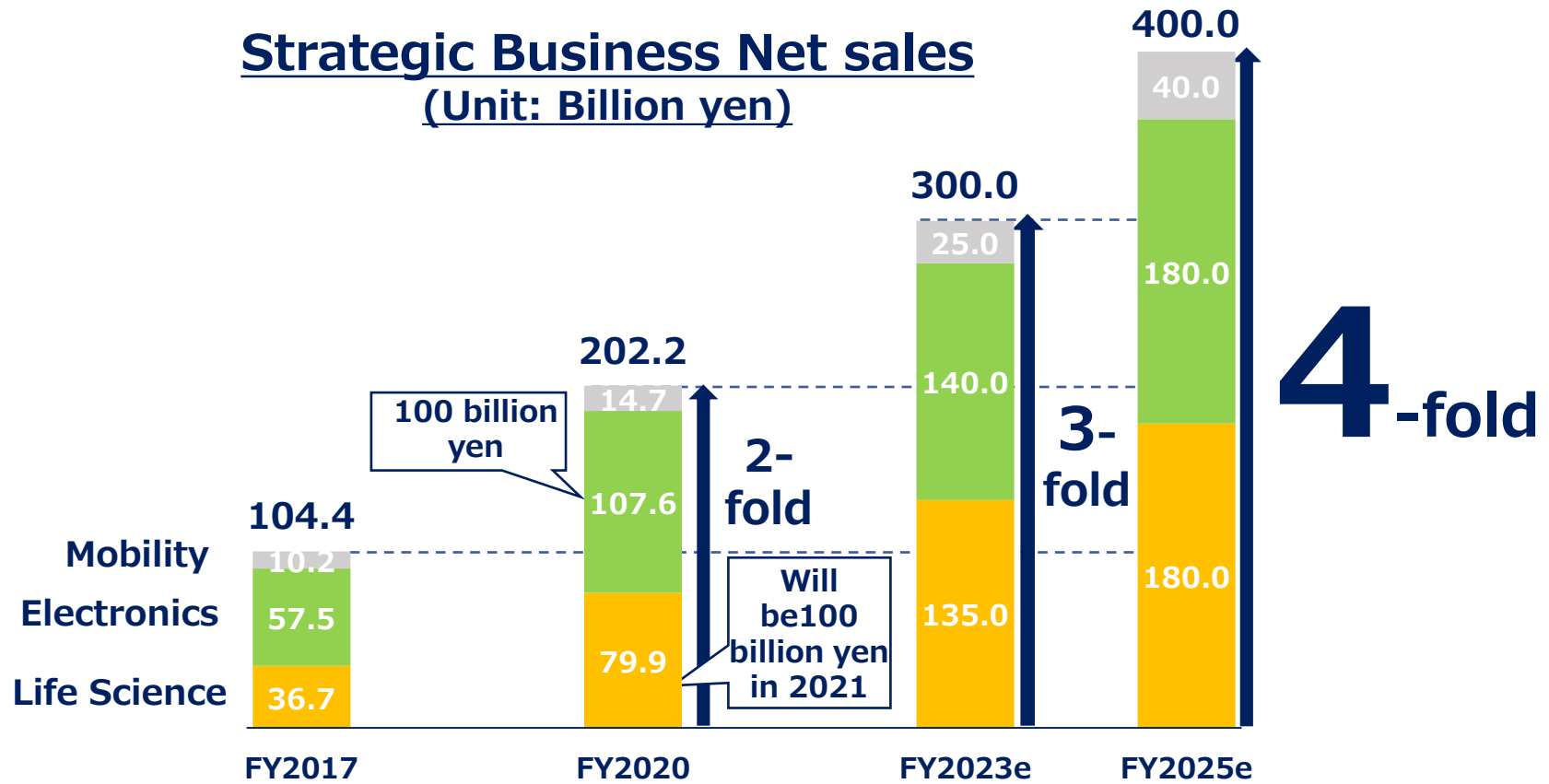
# AGC plus-2023 Key Issues by Segment

	<u>Business</u>	<u>Key issues</u>	<u>Direction</u>
<b>Strategic Business</b>	<b>Electronics</b>	<ul style="list-style-type: none"> <li>• Expand value-added products including EUV photomask blanks</li> <li>• Constantly generate new businesses</li> </ul>	<b>Further accelerate growth</b>
	<b>Life Science</b>	<ul style="list-style-type: none"> <li>• Expand business through timely investments</li> <li>• Achieve high growth based on its global operation</li> </ul>	
	<b>Mobility</b>	<ul style="list-style-type: none"> <li>• Steadily capture business opportunities amid market changes in the CASE era</li> <li>• Starting mass production of car mounted display glass in China to contribute to profit increase.</li> </ul>	
<b>Core Business</b>	<b>Display</b>	<ul style="list-style-type: none"> <li>• Respond to the continuing demand increase in the Chinese market to build a long-term stable business foundation</li> </ul>	<b>Unchanged from the previous basic strategies</b>
	<b>Chlor-Alkali</b>	<ul style="list-style-type: none"> <li>• Further strengthen the business foundation in S.E. Asia through capacity enhancement in Thailand and Indonesia</li> </ul>	
	<b>Fluorochemicals &amp; Specialty</b>	<ul style="list-style-type: none"> <li>• Capture the demand in global niche markets by adding value to products and domain expansion</li> <li>• Change environmental problems to business opportunities</li> </ul>	
	<b>Architectural glass Automotive glass</b>	<ul style="list-style-type: none"> <li>• Minimize investments and increase asset efficiency</li> <li>• Steadily pursuing productivity improvement and cost reduction to improve profitability and capability for cash generation</li> </ul>	
			<b>Accelerate structural reform</b>

# Accelerate Growth of Strategic Businesses

- **Electronics:** Achieved net sales of 100 billion yen in 2020
- **Life Science:** Expected to achieve net sales of 100 billion yen in 2021
- **OP:** Expected to achieve 100 billion yen in 2025

**Strategic Business Net sales**  
(Unit: Billion yen)



Strategic Business OP (billion yen) *	FY2017	FY2020	FY2023e	FY2025e
	14.2	44.4	70	100

\* Following the expansion of Strategic Businesses, the allocation standard for common expenses changed from OP ratio to budget sales ratio (retrospectively applied for 2020 and before)

# Structural Reform in Architectural/Automotive Glass Businesses

- AGC will promote a structural reform of the architectural glass and automotive glass businesses to improve the profitability.

## Architectural glass

- Structural reform that responds to the situation in each region
- Manufacturing system that correspond to demands
- Closed a furnace in Boussois (FRA)

## Automotive glass

- High-efficient facilities for intensive manufacturing
- Focus on high-value added products
- Streamlining in Chuderice (CZE) and Seneffe (BEL)

- Streamlining in Europe and other regions to reduce general and administrative expenses
- Investments to be kept at 80% of its depreciation costs or less

**By 2023, we will reduce 15 billion yen\*, mainly fixed costs, by promoting a structural improvement measures.**

- **AGC will launch a project headed by the CFO to swiftly carry out structural reform.**

## **Aim of the Project**

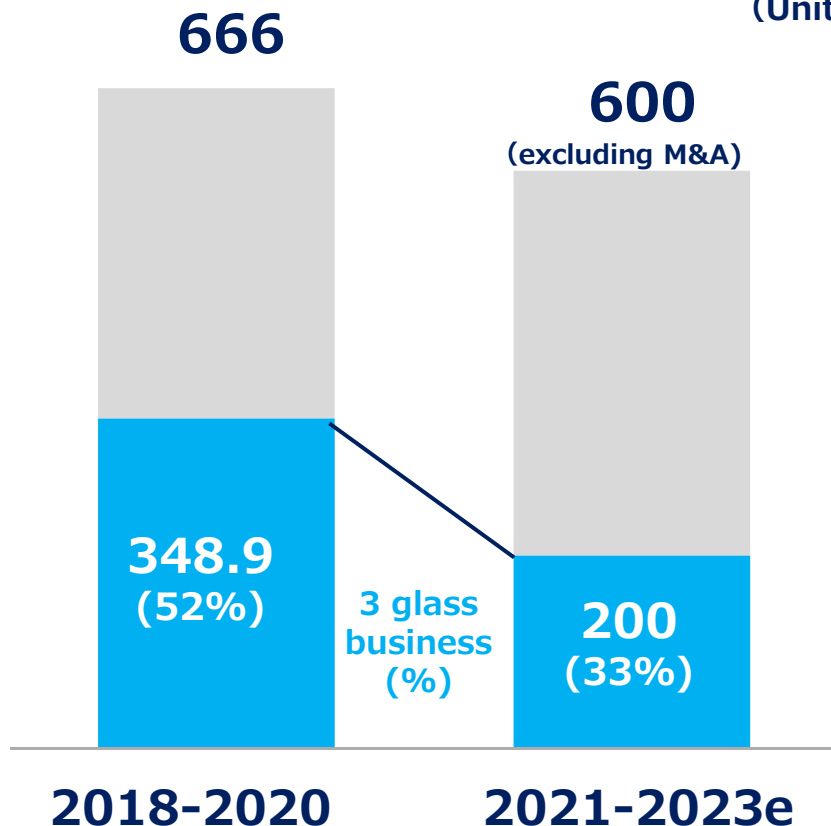
**Headed by its top management, AGC will swiftly implement structural reforms in a view of industrial realignment as an industry leader.**



- Strengthen investments in growth areas such as strategic businesses and reduce the investment ratio in the three glass businesses.※<sup>1</sup>

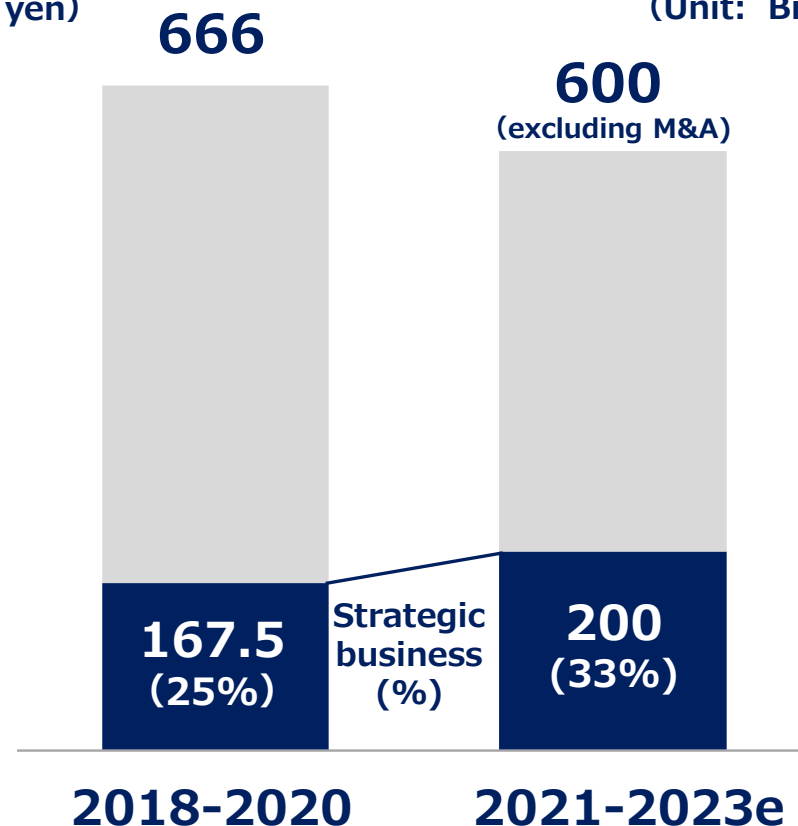
Investment ratio of 3 Glass businesses※<sup>2</sup>

(Unit: Billion yen)



Investments※<sup>2</sup> to strategic businesses

(Unit: Billion yen)

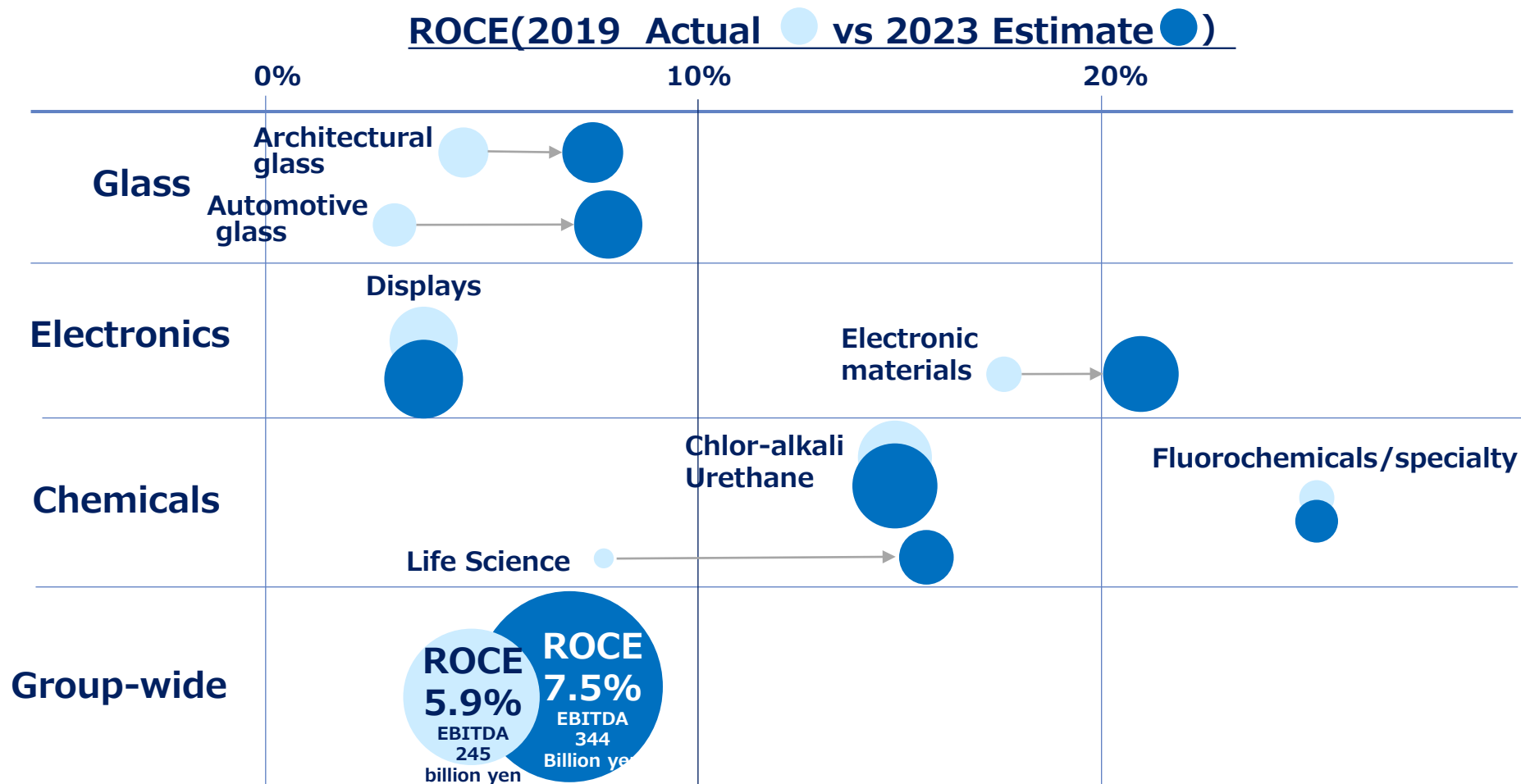


※<sup>1</sup>: Architectural glass, Automotive glass, Displays

※<sup>2</sup>: Total investment: offset CAPEX, M&A, securities/fixed asset sales etc.

# Business Portfolio Reform (ROCE) To-be Image

- Improve ROCE to 7.5% from 5.9%, and EBITDA by approx. 100 billion yen (245 billion yen to 344 billion yen).



ROCE: (OP forecast of the year) ÷ (Operating asset forecast at the year end), OP by business is before allocation of common expenses

Diameter of each circle (excluding those of the group-wide section): the size of EBITDA

# Change in Shareholder Return Policy

- We will change our shareholder return policy to secure investment opportunities in growth businesses while maintaining mid/long-term financial soundness.

## Current policy

- **Maintain a consolidated total return ratio of 50% or higher**, including share buybacks, on the basis of maintaining at least the current annual dividend per share. **Consolidated total return ratio of 50%**

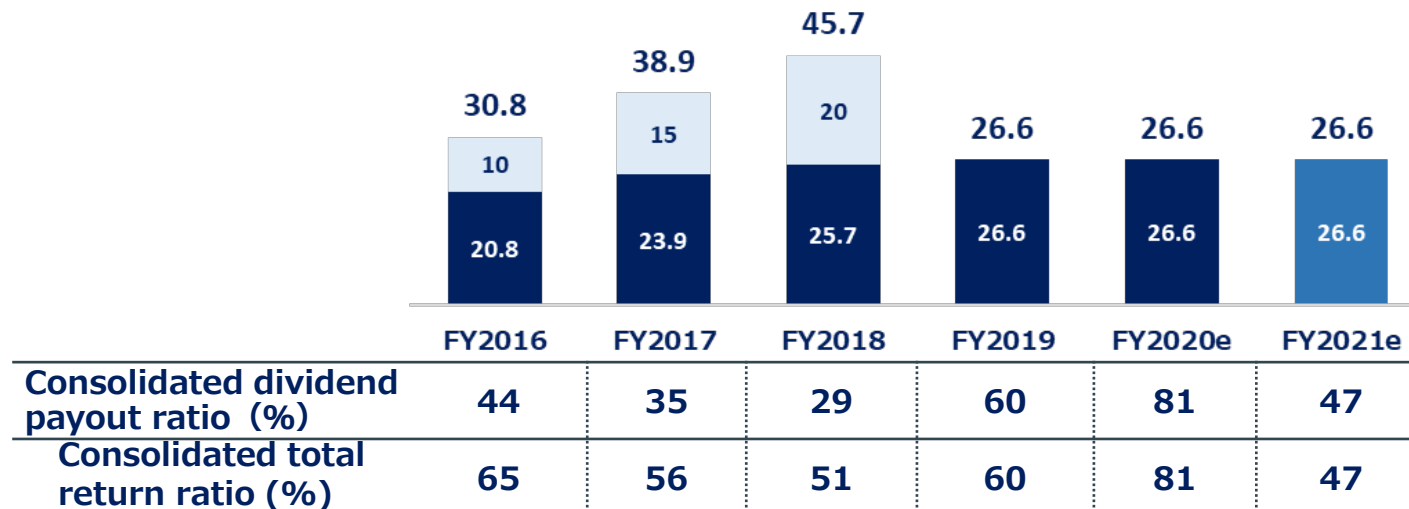


## New policy

- Maintain stable dividends with **a consolidated dividend payout ratio aiming for 40%**. We will implement flexible share buybacks. **Consolidated dividend payout ratio of 40%**



## Shareholder return (Unit: Billion yen)



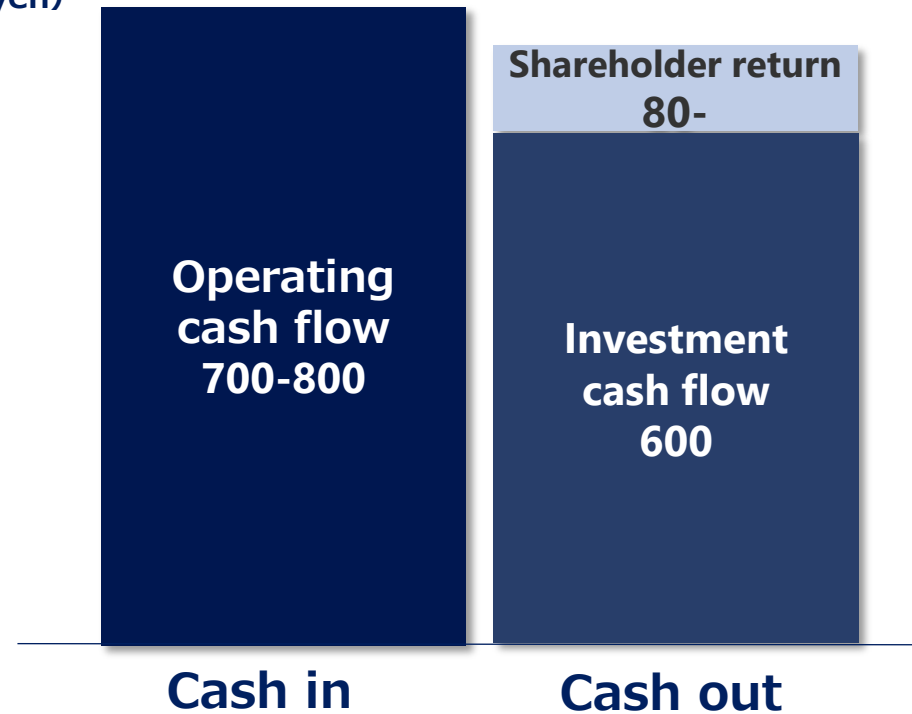
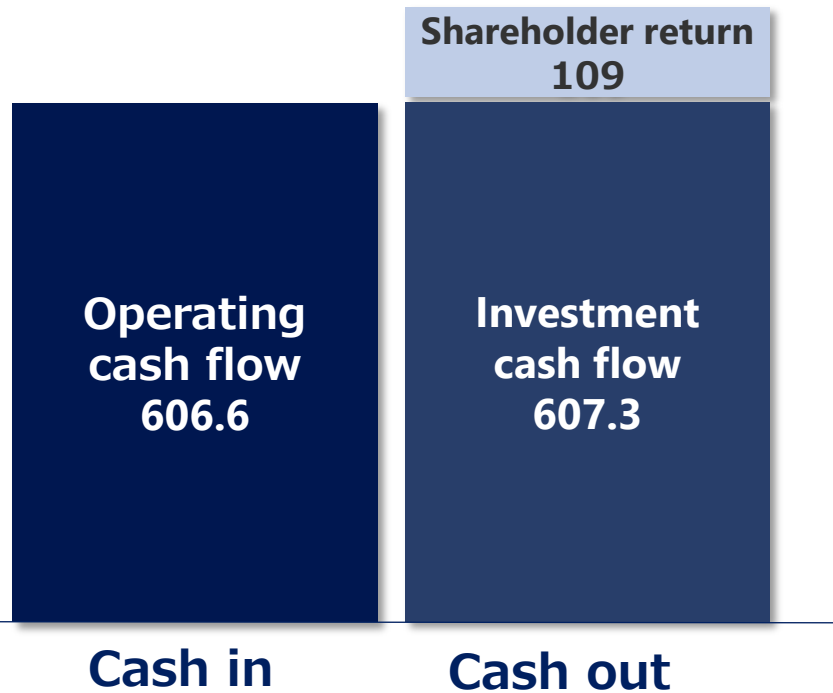
# AGC plus-2023 Cash Flow Plan

- We will allocate cash mainly to businesses with high asset efficiency and growth business while securing financial soundness.
- We reduced cross-holding shares by approx. 110 billion yen in the past five years, with 85 billion yen during the previous medium-term plan. We will continue to achieve further reduction.

FY2018~2020

(Unit: Billion yen)

FY2021~2023e



## New Medium-term Management Plan

# ***AGC plus-2023***

- Pursuing ambidextrous management
- **Promotion of sustainability management**
- Gaining competitiveness by accelerating digital transformation

## ■ Propelling innovation in materials to help solve social issues

Since its foundation, AGC has been working to solve social issues in response to the demands of the times through long-term R&D and taking on the challenges of commercialization based on a relationship of trust with customers.



Through our unique materials and solutions, we will continue to fulfill Our Mission (Purpose) of "AGC, an everyday essential part of our world" and contribute to the realization of global and social sustainability.

# Create social value through AGC's products, technologies and corporate activities

- AGC and its various businesses conducted on the global scale create a wide range of social value.

Contributing to the realization of safe and comfortable urban infrastructure



Low-E glass for building



UV cut glass for vehicles



Polyvinyl Chloride Resin

Contributing to the realization of safe and healthy lifestyles



Pharmaceuticals (intermediate/active ingredients)



Agrochemicals (intermediate/active ingredients)



ETFE film for agricultural green-houses

Contributing to the maintenance of a healthy and secure society



Relationship with local communities



Consideration for local environment



Human rights in supply chains

Contributing to the creation of fair and safe workplaces



Workplace safety



Diversity



Employee engagement

Contributing to the realization of a sustainable global environment

Continue to Next slide

# Move on to the next stage for the realization of a sustainable global environment

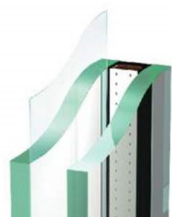
- Expected to achieve the CO<sub>2</sub> reduction target set in 2014
- Aim to achieve net zero carbon in 2050



2019 Actual:

**5.6-fold reduction**

AGC CO<sub>2</sub> emissions: 11,369k tons  
CO<sub>2</sub> emission reduction contribution  
: 63,700k tons



Low-E glass



Next-generation low  
GWP fluorinated  
refrigerant

**2030 milestone** (from the 2019 figure)

- GHG emissions **30%** reduction  
(Scope 1+2 emission)
- GHG emissions per unit of sales  
**50%** reduction  
(Scope 1+2emission/sales)

\*AGC set a goal of reducing its annual CO<sub>2</sub> emissions by six fold in 2020 through energy-saving and energy-creating products



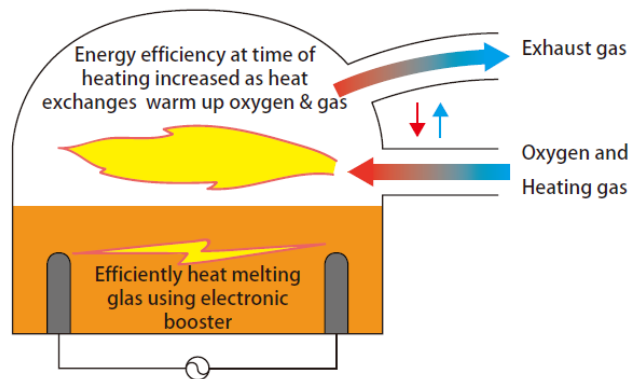
# Initiatives to Achieve Net Zero Carbon

■ AGC strives for net zero carbon both in its business activities and in society.

## Innovation in manufacturing process

Reduce emissions through technological innovation

<Example>



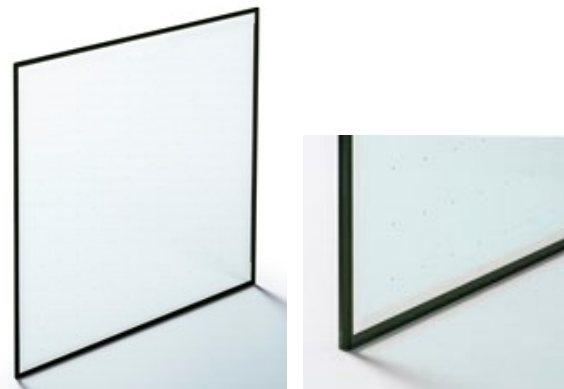
### ■ Glass melting process

- Introduce energy-efficient oxygen combustion methods and electric melting boosters that will lead to reduced fuel consumption in the glass melting process
- Accelerate the electrification of melting heat sources

## Contribution to CO<sub>2</sub> reduction

Development and dissemination of products contributing to CO<sub>2</sub> reduction

<Example>



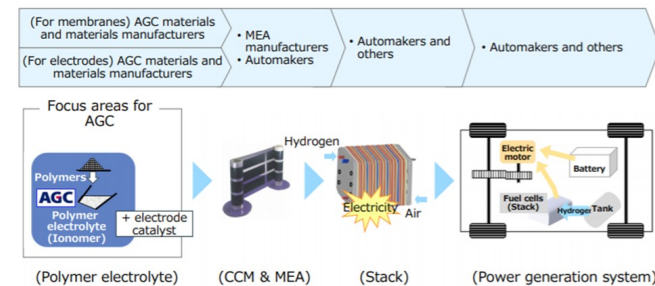
### ■ Vacuum glazing

- With Panasonic Corporation, developed vacuum insulated glass with the industry's highest class of insulation performance\*.
- Contributing to improved living environment in Europe that is the largest insulation glass market

## Next-generation energy

Development and dissemination of products contributing to hydrogen/renewable energy

<Example>



### ■ Fluorine-based electrolyte polymers for fuel cell membranes

- Used in the power generating system for FCV
- Overwhelming No.1 position with its high power generation and durability

\* Heat transfer coefficient of a single vacuum insulated glass unit of approx. 6 mm thickness is 0.7 W/ (m<sup>2</sup>K).  
As of October 15, 2018, based on AGC research

## New Medium-term Management Plan

# ***AGC plus-2023***

- Pursuing ambidextrous management
- Promotion of sustainability management
- **Gaining competitiveness by accelerating digital transformation**

# Gaining competitiveness by accelerating digital transformation

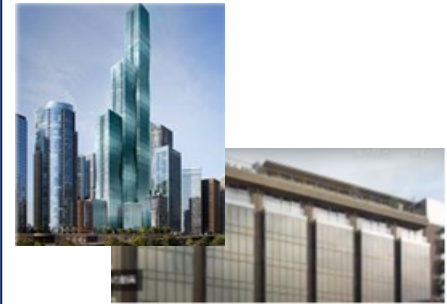
- We will advance and deepen our initiatives for each business process and promote digitalization of complex business processes towards the full realization of DX.

Latest DX

Expand and deepen initiatives for each business process



DX of complex business process based on customers and markets



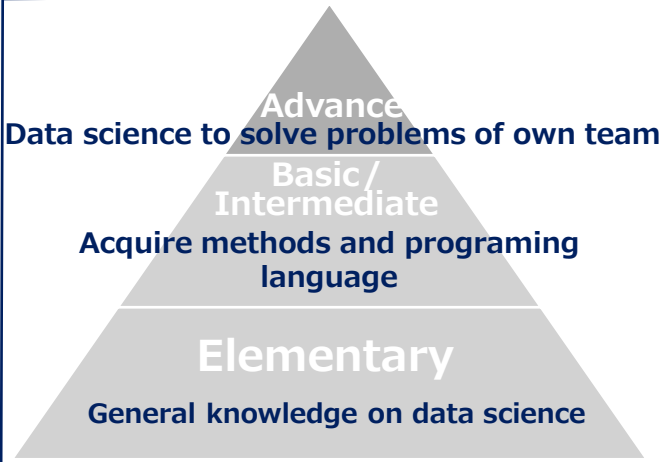
Standardization and increased efficiency in any place including back office



DX銘柄2020  
Digital Transformation

Transform business models to gain competitiveness and provide new value to customers and society

HR development



	2020	2023 target	2025 target
Advance Data science to solve problems of own team	40 people	70 people	100 people
Basic / Intermediate Acquire methods and programming language			
Elementary General knowledge on data science	1,600 people	3,500 people	5,000 people

# Today's Summary

# Mid-/Long-term Management Strategies and Financial Targets

2021

2023

2025

2030

• • •

2050

## Group vision *“Look Beyond”*

Formulate a vision towards 2050 to solve climate change issues

### Long-term management strategy Vision 2030

#### Management policy *AGC plus 2.0*

Transform to optimize business portfolio

Enhance non-financial capital (R&D, governance, HR)

#### Mid-term plan *AGC plus-2023*

Pursuing ambidextrous management

Promotion of sustainability management

Gaining competitiveness by accelerating digital transformation

OP	160 billion yen	200 billion yen
ROE	8%	9%
EBITDA	344 billion yen	450 billion yen
Strategic Business OP	70 billion yen	100 billion yen
D/E Ratio	0.5 or less	0.5 or less
GHG related targets		

Stable at 10% or more

GHG emission  
30% reduction  
GHG emission/sales  
50% reduction

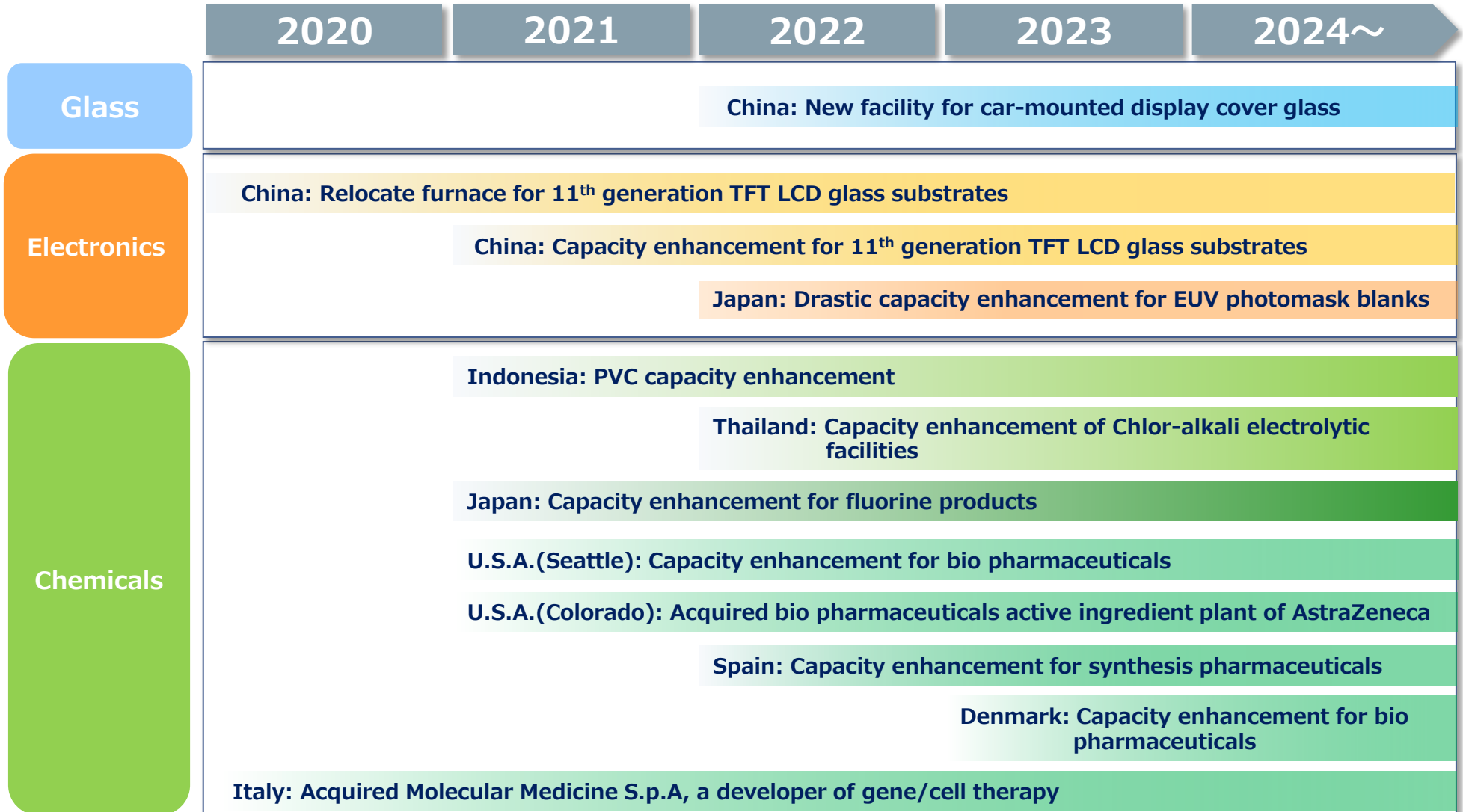
Aim for net zero carbon

# Reference

Risk factors	Impact on OP	Rate used	Supplementary info
Dubai crude oil	<b><u>300 million yen * loss</u></b> if increased by 1 dollar per barrel	50USD	*excluding impact of oil hedging
Chemicals market	1) Caustic soda: \$ <b><u>1 M loss</u></b> if the international market down by \$ 1 2) PVC spread: \$ <b><u>1.2M loss</u></b> * if decreased by \$ 1	—	*PVC spread: PVC market - (ethylene market×0.5)
Exchange rate	<b><u>200 million yen*loss</u></b> if yen appreciated by 1%	1USD =105 yen	*Impact when all currencies fluctuate at the same proportion against JPY

# AGC plus-2023 Major investments and timeline for profit generation

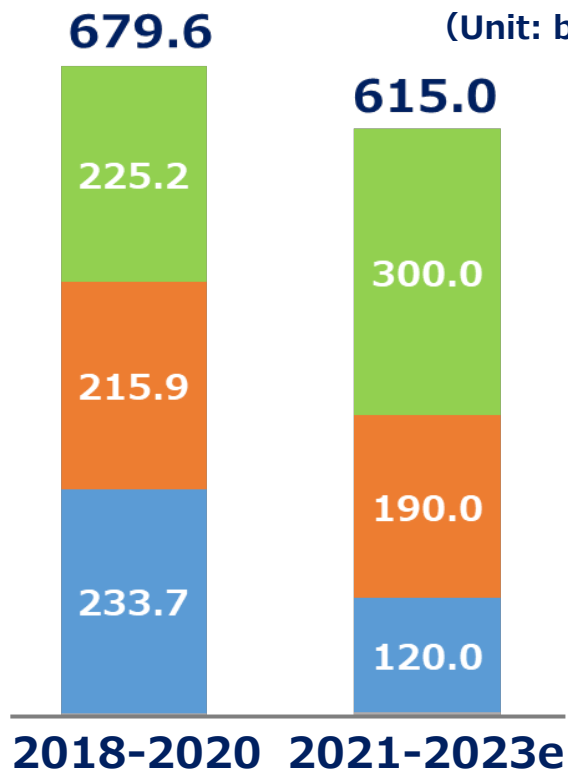
## Major investments and profit generation





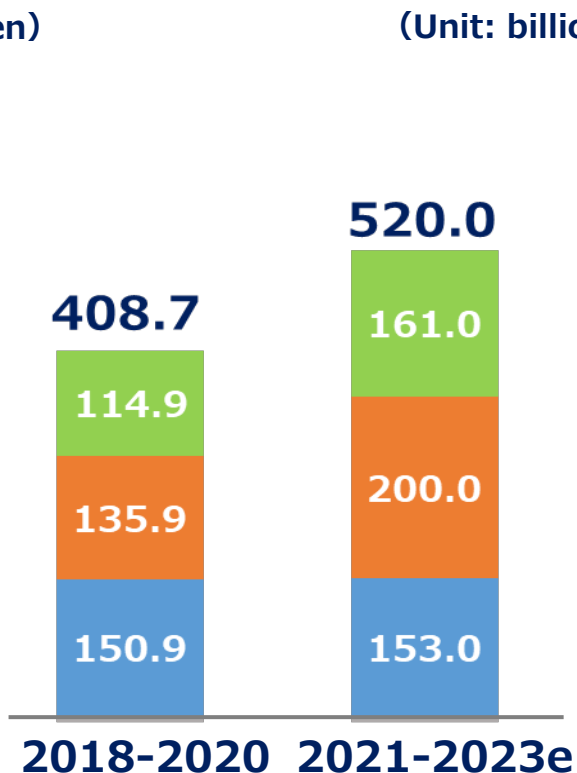
## CAPEX

(Unit: billion yen)



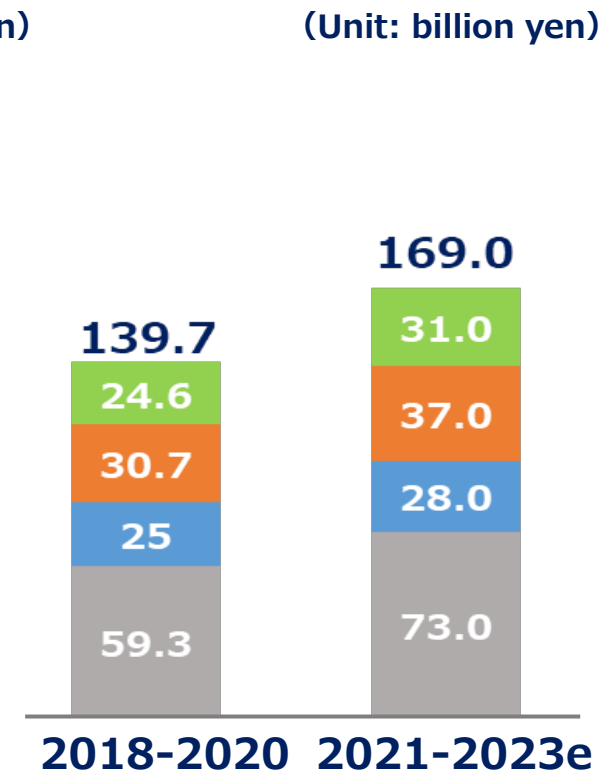
## Depreciation cost

(Unit: billion yen)



## R&D

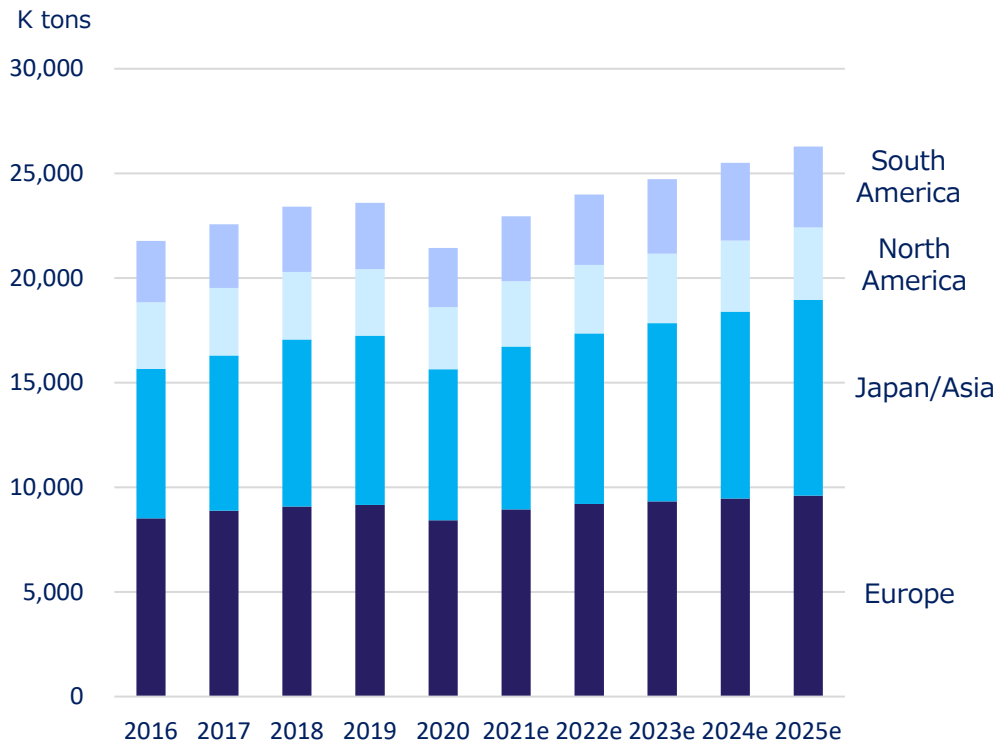
(Unit: billion yen)



■ Glass 
 ■ Electronics 
 ■ Chemicals 
 ■ Ceramics/others (corporate)

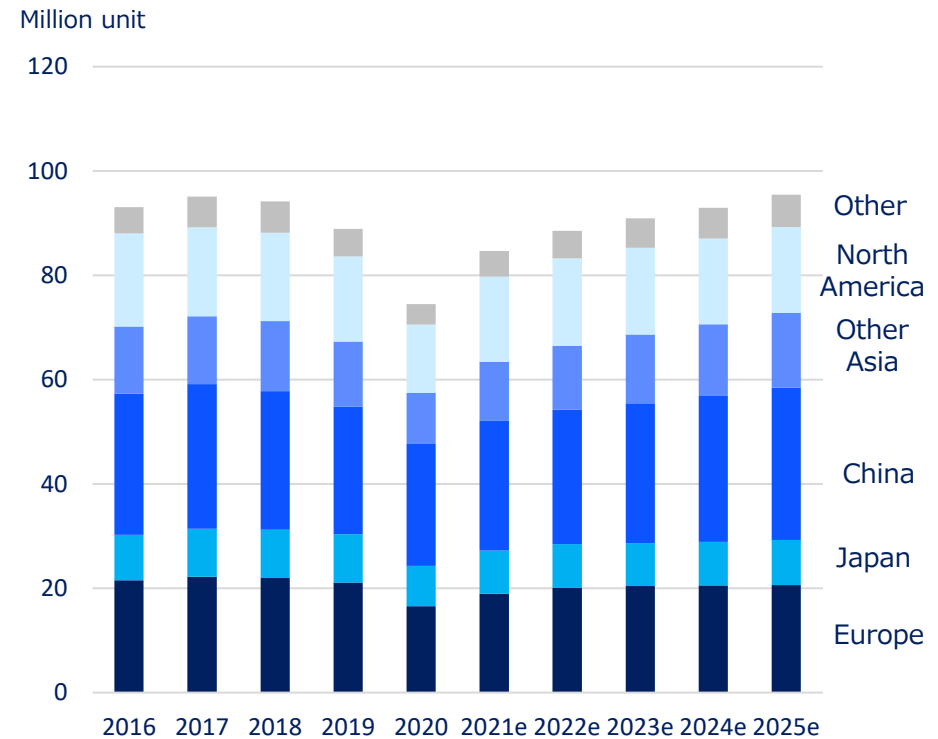
- Demand for architectural/automotive glass will be back to the 2019 level in 2022.

### Demand for architectural glass (by region)\*1



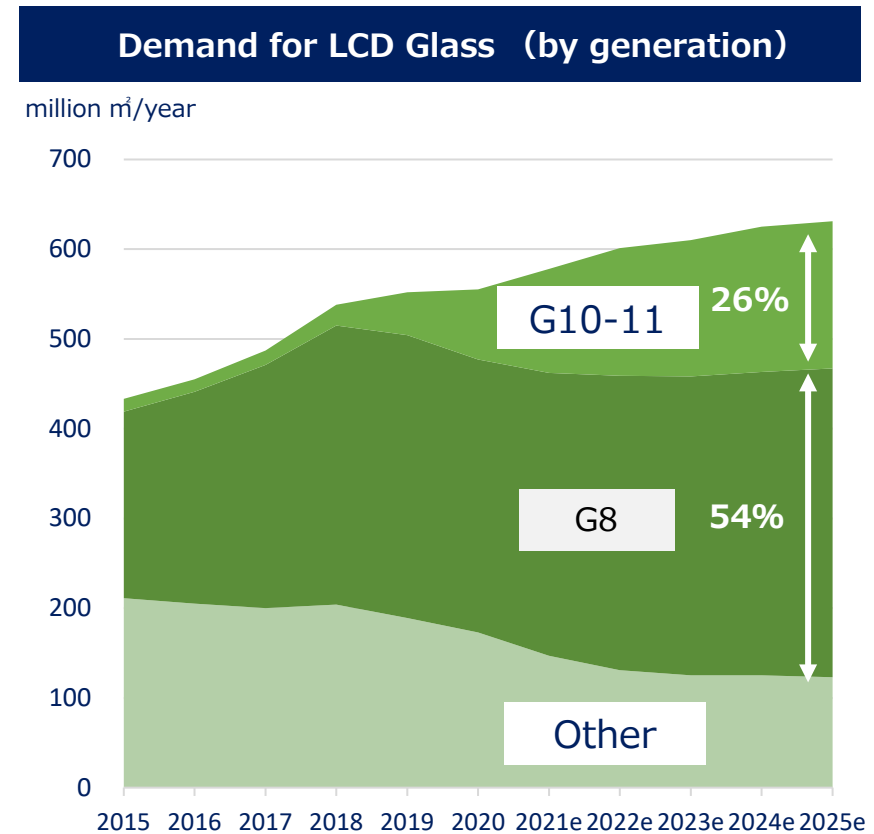
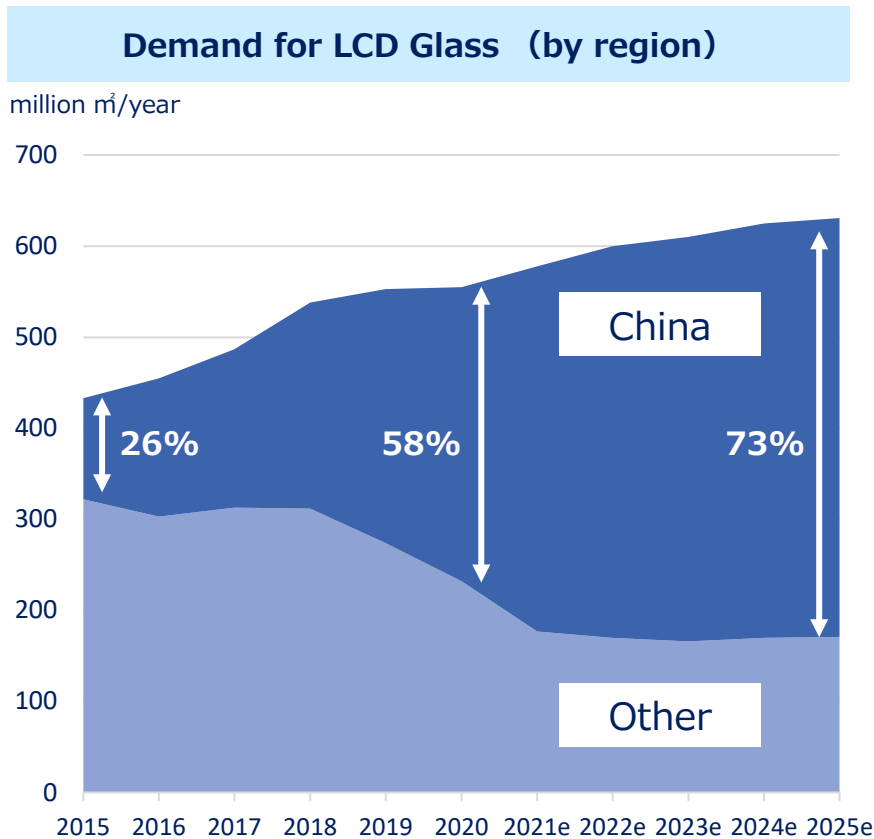
\* 1: AGC's estimate (based on the regions it operates)

### Automobile production (by region) \*2



\* 2: Created based on IHS data

- Demand in China will continue to expand until 2025
- Enhance capacity to respond to growing demand for G11 in China



Source: AGC's estimate

## EUV Mask Blanks

- EUV lithography disseminated rapidly by miniaturization of circuit patterns on semiconductor chips

## Optoelectronics materials

- While the growth of smartphones will slow, the number of cameras used will continue to grow as smartphones will be equipped with more camera lenses.

Sales of AGC's EUV mask blanks

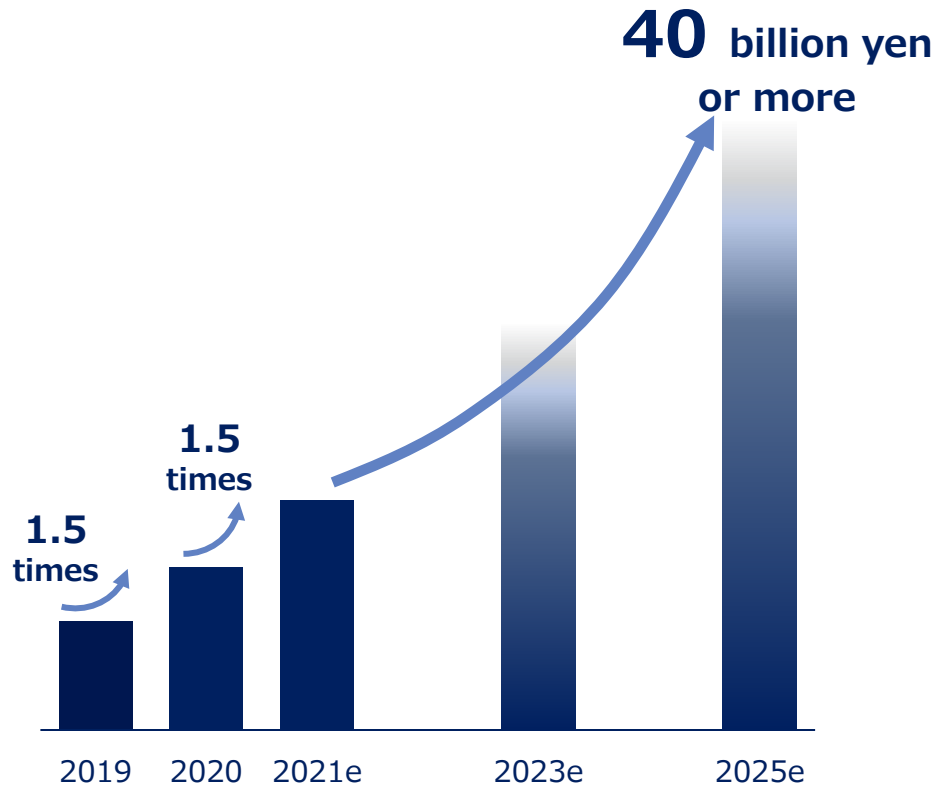
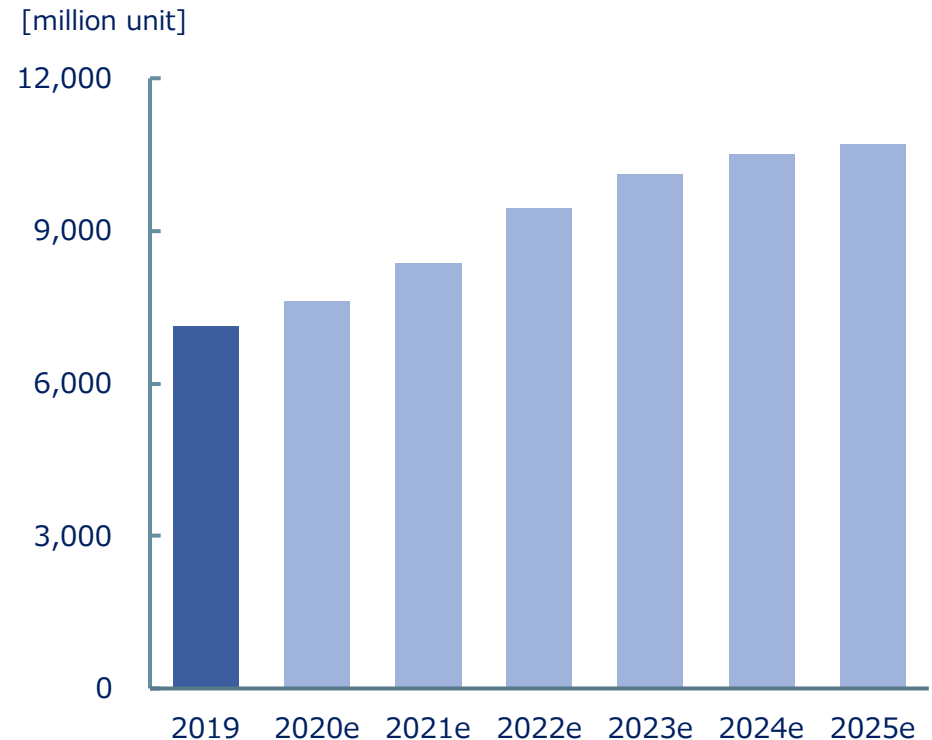


Image sensor for camera

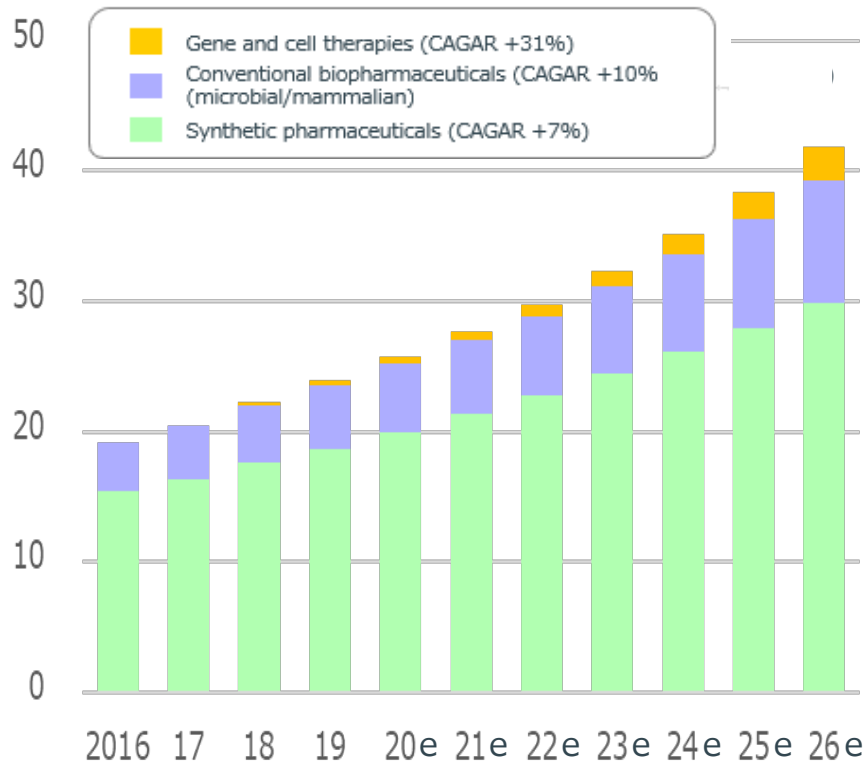


Source: AGC's estimate

- Synthetic pharmaceuticals & agrochemicals will expand business based its development technologies
- Biopharmaceuticals will achieve a high growth in specific regions/technologies

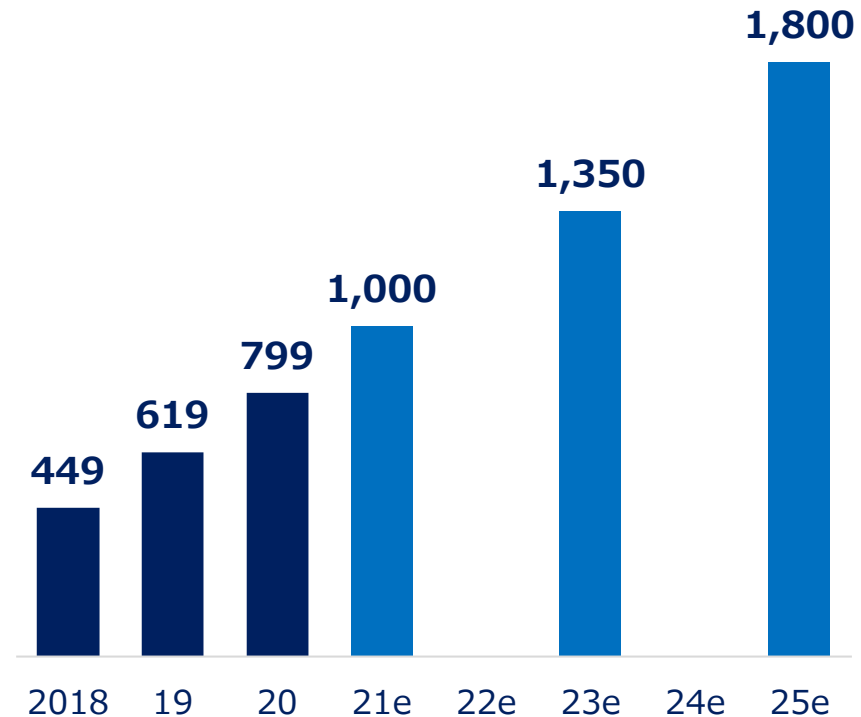
## Pharmaceuticals CDMO Market Outlook

Unit: Billion \$



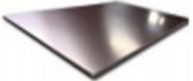
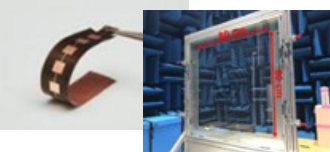


## Life Science Net Sales

(Unit: 100 million yen )



## Examples of AGC's 5G-related solutions (based on press releases)

		2019	2020	2021 -
<b>Glass antenna WAVEATTOCH™</b> 		Developed glass antenna for 5G(Sub6)	Started 5G (sub 6) glass antenna service in Japan	Glass antenna testing with T-Mobile in Europe
<b>Car-mounted Antenna</b> 		Succeeded 5G in-city communication using 28GHz glass antenna		Practical application expected in 2021-2025
<b>High-end PCB material (CCL)</b> 		Acquired Taconic's CCL business		
<b>New R&amp;D</b> 		Developed design technology for low transmission loss, flexible antenna for 28GHz	Developed transparent glass, WAVETRAP, for shielding/absorbing electromagnetic waves	Developed metasurface lens to enhance radio signal reception indoors
<b>5G solutions for overseas offices</b>				Consortium for providing 5G solutions to global companies

# Sustainability: Products and technologies to create social value

## Material opportunities

## AGC Group's materials and solutions

## Social value

## Related SDGs

Addressing climate change

Architectural glass, Green refrigerant, automotive infrared cut glass, refractories for biomass boiler, etc.

Contributing to the realization of a sustainable global environment



Effective use of resources

Fuel cell materials, products for recycled raw materials (glass, refractories, etc.)

Developing social infrastructure

Architectural glass, caustic soda, sodium hypochlorite, sodium bicarbonate, PVC, etc.

Contributing to the realization of safe and comfortable urban infrastructure



Achieving a safe and comfortable mobility

Automotive glass antennae, components for automotive sensing radar, HuD components, etc.

Building an info-intensive and IoT society

Antenna for buiding windows, materials for semiconductor production, Display glass, high-speed communication parts, etc.

Contributing to the realization of safe and healthy lifestyles



Addressing food crises

Agrochemical active ingredients/intermediates, film for agricultural green houses



Facilitating better health and longevity

Pharmaceuticals active ingredients/intermediates, high-speed communication parts, high-performance membrane for water treatment



# Sustainability: create social value through healthy corporate activities

## Material risks

## AGC Group corporate activities

Addressing climate change

Continuous energy-saving, development of production technology/facilities to reduce GHG emissions, etc.

Effective use of resources

Use of recycled raw materials/materials, Reduction of land, etc.

Creating a socially and environmental-conscious supply chain

Supplier selection based on respect for human rights/environmental protection

Ensuring fair and equal employment and workplace safety

Reduce water usage, protect biodiversity, prevent environment accidents, supporter-making, etc.

Considering relationships with local communities and the environment

Increase employee engagement, prevention of serious disaster/ accidents requiring a leave, etc.

## Social value

## Related SDGs

Contributing to the realization of a sustainable global environment



Contributing to the maintenance of a healthy and secure society



Contributing to the creation of fair and safe workplaces





<b>FTSE4Good Index Series</b>	 FTSE4Good
<b>FTSE Blossom Japan Index</b>	 FTSE Blossom Japan
<b>Nadeshiko Brand</b> as a company that excels in promoting the advancement of women	
<b>DX Brand 2020</b> in recognition of digital transformation efforts	 DX銘柄2020 Digital Transformation
<b>“White 500” Company</b> in recognition of initiatives to promote strategic health management for its employees	 2019 健康経営優良法人 Health and productivity ホワイト500

Never take the easy way out, but confront difficulties  
Trust is the best way to inspire people  
Strive to develop technologies that will change the world  
A sense of mission leads us to advance

For more than a century, AGC has been guided by these founding spirits. Our unique materials, solutions and reliable partnerships have facilitated leading innovations across diverse industries and markets.

Today, by working with others to combine knowledge and advanced technology, we help make ever greater achievements possible, and bring bolder ideas to life.

# Your Dreams, Our Challenge



Your Dreams, Our Challenge

END

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