AGC, an Everyday Essential Part of Our World
AGC’s unique materials and solutions make people's lives better around the world every day
The following thoughts are expressed in "Look Beyond". We will continue to
Anticipate and envision the future,
Have perspectives beyond our own fields of expertise,
Pursue innovations, not becoming complacent with the status quo.

"Look Beyond" is the AGC Group’s corporate philosophy on which all the activities
of the Group are founded. The following thoughts are expressed in "Look Beyond".

AGC Group Vision

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—
We, the AGC Group, aim to continue being the “first choice” solution provider for our customers by building long-term trusted relationships with them through unique materials and solutions developed using our wide-ranging material and production technologies. We will continue offering products and solutions that customers and society need, thereby making people’s lives better around the world every day.

Our Shared Values
Innovation & Operational excellence
• We will continuously seek innovations in the technology, products and services we provide by thinking beyond conventional ideas and frameworks.
• We will continuously create new value which satisfies the needs of our potential and future customers by thinking from the customer’s perspective and accurately forecasting the changes in society and markets.
• We will continuously improve our operations for maximum efficiency and quality in every activity and will strive for the highest possible standard of performance.

Diversity
• We will respect individuals with different capabilities and personalities, and our global management will operate without regard to nationality, gender or background.
• We will respect cultural diversity regardless of race, ethnicity, religion, language, and nationality.
• We will respect different perspectives and opinions at all times.

Environment
• We, as good global citizens, will contribute to the creation of a sustainable society in harmony with nature.
• We will strive to ensure and further improve occupational health and safety in our working environment.

Integrity
• We will build open and fair relationships with all of our stakeholders based on the highest ethical standards.
• We will strictly comply with applicable laws and regulations.
• We will fulfill our responsibilities in relation to all the products and services we provide to achieve customer satisfaction and trust.

Our Spirit
"Never take the easy way out, but confront difficulties."
The founding spirit of Toshiya Iwasaki, who established Asahi Glass Company in 1907.
The AGC Group’s history began more than a century ago, when Asahi Glass Company took on the challenge of manufacturing the first flat glass in Japan, with a view to contribute to people’s lives and the country’s industrial development. Since that time, the Group has built up expertise and technologies in the fields of glass, electronics, chemicals and ceramics, while providing solutions to a wide range of industries, including the building materials, automotive and electronics industries. After the launch of its business operations in India in the 1950s, the Group expanded its business throughout Asia, Europe and North and South America, and its employees around the world have been striving for the development of local economy and society in each region. The basics of our business is to contribute to society through our unique materials and solutions developed using the Group’s expertise and technologies.

Today, amid a major shift in our business environment, we will keep the basics of our business in our minds and continue to create value, with all employees and management working as one team. To this end, we established the
“Vision 2025” in February 2016. It clarifies our aspirations and vision for the Group in the next 10 years, and lays out the management strategies for realizing them.

As we strive to achieve our “Vision 2025” goal of becoming a highly profitable, leading global material and solution provider, we will continue innovating and offering new solutions that are indispensable for society. Moreover, we remain strongly committed to the sustainable development of countries worldwide with the hope of ensuring a bright future for our planet. The AGC Group will continue making positive contributions moving forward to meet the expectations of our stakeholders around the world.

Takuya Shimamura
Representative Director, President and Chief Executive Officer

Through Diverse Technologies, the AGC Group Offers Solutions that Contribute to People’s Lives Worldwide.
Long-term Strategy

The AGC Group is Realizing Vision 2025 by Enhancing Core Businesses and Expanding Strategic Businesses.

In February 2016, the AGC Group established Vision 2025, alongside a long-term management strategy for realizing its goals. Under the strategy, the Group has designated its glass, chemicals, display glass and ceramics businesses as Core Businesses for ensuring stable sources of earnings over the long term. By designating its mobility, electronics and life science businesses as Strategic Businesses, it will aim for high growth in targeted markets. Both of these business categories will serve as twin pillars for achieving Vision 2025. Based on the principle of always meeting customers’ expectations and continuing to earn their trust, the AGC Group is pursuing strategic mergers, acquisitions and other investments aimed at generating value and growth, while working to allocate operational resources with an emphasis on asset efficiency.

Looking ahead, the AGC Group will continue offering value to customers and society as it aims to be a highly profitable, leading global material and solution provider.
Core Strategy 1 Core businesses

Practicing Comprehensive Portfolio Management

The AGC Group now designates its architectural glass, automotive glass, chemicals and display glass businesses as Core Businesses. Through these businesses, the Group will establish long-term, stable sources of earnings while focusing on the effective allocation of resources based on its business portfolio. It will also carry out growth-oriented investments, including mergers and acquisitions.

The AGC Group has established a strong presence in Thailand and Indonesia through its glass and chemicals businesses. By taking advantage of growth in Asia in particular, this has created opportunity for business expansion from Southeast Asia to the Middle East (West Asia).

Basic Strategies for Enhancing Core Businesses

<table>
<thead>
<tr>
<th>Business</th>
<th>Basic strategy</th>
</tr>
</thead>
</table>
| Architectural glass | • Select and concentrate on high growth countries & countries that the Group has a competitive advantage  
|                   | • Innovative business models to enhance the asset efficiency                    |
| Automotive glass (existing) | • Respond to needs for more advanced functions and performance amid the expansion of the Eco-friendly vehicles and automated driving systems  
|                   | • Further global expansion by M&A etc.                                         |
| Display glass     | • Optimize the allocation of production bases to respond to the demand shift in the LCD glass market  
|                   | • Cultivate markets for new display applications                                |
| Essential chemicals | • Further strengthen the business foundation of Chlor-alkali business in Southeast Asia |
| Performance chemicals | • Take advantage of the global demand increase in high performance materials for the growth of the fluorochemicals business |
| Ceramics          | • Deliver new value propositions with a mix of materials, engineering & services  
|                   | • Establish business bases in Southeast Asia and expand the global sales        |

Growth Strategies in Asia

The AGC Group’s business foundations in glass and chemicals extend across Asia from Southeast Asia to the Middle East (West Asia).
Long-term Strategy

Core Strategy 2  Strategic businesses

Expanding High Value-added Businesses

Through its Strategic Businesses, the AGC Group is offering solutions with increased added value, targeting markets covering the three categories of mobility, electronics and the life science. The Group’s mobility business provides solutions that help integrate information and communication technology (ICT) in automobiles and construct innovative infrastructures and new ecosystems for transportation. The electronics business supplies optical materials for digital cameras and signage-related products and technologies based on the vision of an Internet of Things (IoT) society, in which all types of products are interconnected via the Internet. Products in this business help further diversify input/output devices, as well as increase the speed of communications and the capacity of data storage media. Finally, the life science business provides products that facilitate advanced medical care and solutions for global food shortages.

The AGC Group’s Solutions for Targeted Markets

Changes in the social environment
- Integration of automobiles and ICT
- Innovation of transportation ecosystem

Changes in the market trends
- Greater speed of communication and increased capacity for data storage media
- Innovation in transportation infrastructure

The AGC Group’s solutions
- Diversification of input/output devices
- Innovation in transportation ecosystem

Mobility

Electronics

Life science

- Bipolarization of needs for advanced medical care and low-cost medical care
- Food shortage/Greater awareness for food safety

- High-quality and reliable pharmaceutical/ agrochemical intermediate
- Development of advanced medical technology

Expanding High Value-added Businesses

Changes in the social environment
- Evolution of transportation infrastructure
- Everything can be connected
- Anyone can be connected anytime
- Aging society
- Increase of global population
- Greater safety, security, comfort

The AGC Group’s Solutions for Targeted Markets

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- Development of advanced medical technology
Medium-term Strategy

The AGC Group is Establishing the Basis for Long-term Growth with the Medium-term Management Plan, AGC plus-2017.

By effectively allocating resources and carrying out strategies based on its business portfolio, which has been created based on the profitability and growth potential for each of the Group’s businesses, the AGC Group is aiming to achieve the management and financial targets set under the medium-term management plan, AGC plus-2017.

Having positioned 2015 as a year for laying the groundwork for medium- and long-term growth, the AGC Group proactively invested in growth areas and regions for each of its businesses, including the construction of a power plant in Indonesia and the acquisition of an automotive replacement glass company in Poland. It also made steady changes to the balance of its business portfolio, improving overall performance by restructuring the architectural glass business in Americas and Europe.

From 2016 through to 2017, the AGC Group plans to capitalize on its investment results over those two years in Indonesia, China, and other countries, while aiming for further growth by expanding new businesses and product lineups, including cover glass for vehicle interiors, new refrigerants for vehicle air conditioners and products for life science applications.

Progress Under the Medium-term Management Plan, AGC plus-2017
Overview of the AGC Group

The AGC Group Creates New Value in the Fields of Glass, Electronics, Chemicals and Ceramics.

The AGC Group’s business extends into four fields: glass, electronics, chemicals and ceramics. Through more than a century of technological innovation, the Group has developed world-leading technologies and expertise through which it provides a diverse lineup of products for customers across a wide range of industries. From architectural glass and automotive glass and extending to liquid crystal display glass and electronic materials—as well as high-function materials such as chemicals and ceramics—the AGC Group proposes new solutions from its unique perspective as a manufacturer of glass and other materials. In order to further enrich society, the AGC Group is constantly pushing the limits in the creation of new standards of value.

Sales Ratio

<table>
<thead>
<tr>
<th>Business Segment</th>
<th>Sales Ratio 2015</th>
<th>Net Sales 2015 (Billion yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Glass</td>
<td>52%</td>
<td>1,326.3</td>
</tr>
<tr>
<td>Electronics</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>Chemicals</td>
<td>24%</td>
<td></td>
</tr>
<tr>
<td>Ceramics/Other</td>
<td>2%</td>
<td></td>
</tr>
</tbody>
</table>

Sales Trends

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (Billion yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1,320.0</td>
</tr>
<tr>
<td>2014</td>
<td>1,348.3</td>
</tr>
<tr>
<td>2015</td>
<td>1,326.3</td>
</tr>
</tbody>
</table>

Note: Numeric data is based on International Financial Reporting Standards (IFRS). (Subject organizations: Asahi Glass Co., Ltd. and its consolidated subsidiaries / Target period: Each business year ending December 31)

1) Sales Ratio calculated from sales to external customers.
Corporate Data (As of the end of December 2015)

Company Name
AGC Asahi Glass
Registered Company Name
ASAHI GLASS CO., LTD
Head Office
1-5-1, Marunouchi, Chiyoda-ku, Tokyo 100-8405 JAPAN

Founded
September 8, 1907
Incorporated
June 1, 1950
Capital
90,873 million yen

Outstanding Stock
1,966,700,905 shares
Employees
50,852 (consolidated), 5,973 (non-consolidated)
Consolidated Group Companies
204 (166 overseas)

Sales Ratio1

Sales Trends2 (Billion yen)

Main Businesses and Fields/Main Products

### Architectural glass
- Float glass
- Low-emittance (Low-E) glass
- Double glazing glass for solar control/heat-insulation
- Safety glass
- Decorative glass

### Automotive glass
- Tempered automotive glass
- Laminated automotive glass

### Display
- Glass substrates for TFT-LCDs

### Electronic materials
- CMOS/CCD blue filter
- CMP durry
- Synthetic quartz glass
- Glass frit and paste
- Glass molded lenses

### Applied glass materials
- Cover glass for electronic devices
- Thin glass for electronic devices
- Glass for light guide plates
- Glass for photonic devices

### Chlor-alkali and urethane
- Raw materials for vinyl chloride monomer and polymer
- Caustic soda
- Urethane materials

### Fluorochemicals and specialty chemicals
- Fluoropolymer/films
- Fluorinated water and oil repellents
- Pharmaceutical and agrochemical intermediates and active ingredients
- Iodine-related products

### Ceramics
- Refractory materials
- Fine ceramics
- Sputtering targets

### Logistics/Engineering

1 Sales by business were calculated before elimination, therefore the sum will not match company-wide sales when totaled.
Product Applications

In a Wide Range of Places and Situations, the AGC Group’s Diverse Products Support a Safe, Pleasant and Sustainable Society.

Supporting Mobility

Beginning with lightweight, high-function automotive glass, the AGC Group provides a wide range of products that are vital to transportation equipment.

Supporting Displays and Optical Equipment

The AGC Group provides materials and components for electronic equipment used in a variety of business situations.

Supporting Construction and Social Infrastructure

The AGC Group provides architectural materials that contribute to the creation of safe and pleasant spaces, and industrial materials that strengthen social infrastructure.
Supporting Environment

The AGC Group provides components and technologies that contribute to the realization of smart cities and smart mobility.

Supporting Consumer Products

The AGC Group provides products that bring comfort and convenience to daily life and many of the materials vital to their creation.

Supporting Life Science

The AGC Group provides pharmaceuticals and agrochemicals used in the field of life science, and materials for a wide variety of its related facilities.
As economic globalization advances, the AGC Group’s business extends into over 30 countries and regions with the regional pillars in Japan/Asia, Europe and the Americas. In its glass business, which has markets around the world, the Group has product development and manufacturing bases in each of these three regions. In its electronics business, as its client businesses are concentrated in East Asia, development and manufacturing bases are concentrated in Japan and other Asian countries. In the chemicals business, the Group has been working on the enhancement of its manufacturing bases with a focus on Southeast Asia, where infrastructure development is progressing.

Utilizing such a global network, the AGC Group strives to expand businesses and grow even deeper roots in local communities, while exploring opportunities to develop new business areas.

Global Network

The AGC Group’s Global Business is Built on Three Regional Pillars: Japan/Asia, Europe and the Americas.
THE AMERICAS

22%

Percentage of sales by region

EUROPE

4,100

Employees

16,200

Employees

30,600

Employees

Approximately

Main Products

Architectural glass

Automotive glass

Display glass

Electronic materials

Ceramics

Main Products

Architectural glass

Automotive glass

Chemicals

Main Products

Architectural glass

Automotive glass

Chemicals

AGC Report 2016
Business Overview

The AGC Group provides diverse products and solutions as a leading architectural glass and automotive glass manufacturer.

Architectural Glass Business

The AGC Group’s architectural glass business supplies a wide range of products—such as float glass, fabricated glass, decorative glass and glass for photovoltaic devices—which are tailored to the needs of each region and client. The AGC Group is also committed to the development and sale of functional glass products that offer comfort and reduce environmental impact. For buildings, the AGC Group provides glass with solar control and heat insulation, and glass with anti-condensation and anti-reflective properties. The Group’s architectural glass business holds a world-leading market share.

Market share rankings for main products
(Based on fiscal 2015 estimates by AGC)

<table>
<thead>
<tr>
<th>Product</th>
<th>Market Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Float glass</td>
<td>Global No.1</td>
</tr>
</tbody>
</table>

AGC Report 2016
Automotive Glass Business

The AGC Group’s automotive glass business holds a world-leading market share in the sale of laminated glass and tempered glass. The Group makes use of its global marketing functions, production networks and cutting-edge technologies to pursue greater product safety, design, comfort and environmental performance. It has a wide variety of products, including UV cut glass, infrared ray cut glass, water repellent glass for doors and glass antennas.

![Temperlite™ tempered automotive glass](image1)
Several times the strength of general-purpose flat glass

![Lamisafe™ laminated automotive glass](image2)
Designed with safety in mind, shatterproof even when broken

![Light Control glass “WONDERLITE™”](image3)
Contributing to improved in-car comfort and energy conservation

![Glass for railroads](image4)
Outstanding weather resistance, sound insulation and heat insulation

Architectural glass
pursues superior design,
improved comfort and
reduced environmental impact

Market share rankings for main products
(Based on fiscal 2015 estimates by AGC)

Automotive glass
Global No.1

[AGC Report 2016](#)
Business Overview

The AGC Group will continue to offer high value-added products and solutions that support the evolution of the electronics industry.

Display Business

In its display business, the AGC Group holds a number two global market share in glass substrates used for thin-film transistor (TFT) liquid crystal displays (LCDs). The Group leverages its unique manufacturing methods and advanced production techniques to increase its global competitiveness, while focusing on developing materials for next-generation display devices.

<table>
<thead>
<tr>
<th>Market share rankings for main products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Glass substrates for TFT-LCDs</td>
</tr>
<tr>
<td>Global No. 2</td>
</tr>
</tbody>
</table>

Applied Glass Materials Business

With a view to offering new value in the marketplace, the AGC Group established its Applied Glass Materials General Division in January 2015 by integrating operations that had previously been divided among its glass business and electronics business. The division is promoting the advantages of the Group’s “thin, light and strong” specialty glass in an effort to create new applications, while broadening the Group’s product lineup, which includes cover glass for smartphones and tablet devices, and glass substrates for photovoltaic devices and touch panels.

- **“Leoflex™” chemically strengthened specialty glass**
  Used for various applications in architecture, solar cells and more

- **“Dragontrail™ X” specialty glass for chemical strengthening**
  Cover glass for electronic devices

- **Glass substrates for photovoltaic devices**
  Improving the power generating efficiency of thin film silicon photovoltaic devices

- **“XCV™” glass for light guide plates**
  Enabling liquid crystal displays to be made thinner

- **Glass substrates for touch panels**
  The world’s thinnest electronic device glass

Market share rankings for main products (Based on fiscal 2015 estimates by AGC)
In its electronic materials business, the AGC Group contributes to the most advanced sectors of the electronics industry by applying the leading-edge technologies it has fostered in its glass, chemicals, and ceramics businesses, including material, processing, surface treatment and molding technologies. The business supplies a wide lineup of products, such as synthetic quartz glass—a product boasting a world-leading market share—as well as high-purity silicon carbide (SiC) jigs and other semiconductor manufacturing components, CMOS/CCD blue filters and other optical materials for smartphones and digital cameras; and glass frit and paste display materials for electrical insulation and sealing.

**Smartphone manufacturing and optical materials**

- **CMOS/CCD blue filter**
  - Enabling image sensors to match the luminosity of the human eye

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- **Chemical mechanical polishing (CMP) slurry and polishing solutions**
  - Enabling multi-layered components to be made extremely flat and even

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  - Enabling multi-layered components to be made extremely flat and even

- **Synthetic quartz glass**
  - Ensuring high quality in semiconductor processing

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  - Ensuring high quality in semiconductor processing

- **Glass frit**
  - Used for electrical insulation, hermetic seals, and other applications in various industries

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- **Roicera™-HS” high-purity SiC jigs**
  - Used for heat treatment and other semiconductor processes

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**Market share rankings for main products**

(Based on fiscal 2015 estimates by AGC)

- **Quartz materials for stepper lenses**
  - Global No.1

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**AGC Report 2016**

20
The AGC Group’s chemicals business originally began with the production of soda ash, the main raw material for producing glass.

The Group subsequently developed a wide variety of products through its own chemical chain, which enables full use of by-products generated through chemical reaction process. While working to keep its environmental impact to a minimum, the AGC Group supplies a broad lineup of products ranging from basic chemicals like caustic soda to highly functional chemicals such as Fluon® ETFE, which holds the number-one global market share for fluorinated resins.

Market share rankings for main products
(Based on fiscal 2015 estimates by AGC)

Fluorinated resins (Fluon® ETFE)
Global No.1
In its fluorine and specialty chemicals business, the AGC Group’s fluorine products have gained a strong reputation for their outstanding heat resistance, chemical resistance, and weather resistance. Led by Fluon® ETFE fluorinated resin—which holds top global market share—the business’ wide range of high-performance products are used in various industries. For example, its fluorinated resins and fluorinated elastomers are commonly applied in the automotive and aircraft industries, and its fluoropolymer films and fluoropolymer resins for coating are used in the building construction industry. Likewise, its multifunctional materials are used in electronic devices and displays. In addition, the AGC Group contributes to the life science industry by supplying services and products such as pharmaceutical and agrochemical intermediates and active ingredients.

Chlor-alkali and urethane

In its chlor-alkali and urethane business, the AGC Group supplies highly versatile basic chemical products—such as caustic soda and sodium bicarbonate—used in various industries. In addition, its urethane-related products are used as raw materials in thermal insulation, vehicle seats, and other products that are vital for providing comfort in our everyday lives.

Fluoropolymers

“EXCENOL™” polymer polyols

Used for products like mattresses and vehicle seats

“Fluon® ETFE FILM” Fluoropolymer film

Used for a wide range of applications due to its excellent transparency and weatherability

“LUMIFLON™” highly weather-resistant fluoropolymer resin for coatings

Used for coating buildings and structures

“HFO-1234yf” refrigerant for next-generation vehicle air-conditioners

Helping to reduce environmental load

“Tafluprost” pharmaceutical active ingredients

Used in medications for treating glaucoma

Note: A glaucoma and ocular hypertension therapeutic agent jointly developed with Santen Pharmaceutical Co., Ltd.

Sodium bicarbonate

Used widely, including medical applications such as dialysis fluid

Caustic soda

Used widely, including medical applications

PHOTO: HFO-1234yf manufacturing plant

Fluon® ETFE FILM used for the Allianz Arena, a soccer stadium in Germany
Business Overview

CERAMICS/OTHER

The AGC Group’s ceramics business has a long history, dating back to 1916, when it began producing refractory bricks for glass melting furnaces. The business is now operated by AGC Ceramics Co., Ltd. With its core businesses in glass engineering, environmental and energy-related domains, the company leverages its diverse lineup of refractory products and leading-edge engineering technologies.

In the glass engineering business, the company aims to help its customers improve energy efficiency and extend the service life of their glass furnaces, as well as ensure stable operations and lower lifecycle costs by supplying high-durability, high-performance fused cast bricks and related solutions.

In environmental and energy-related businesses, AGC Ceramics offers a wide range of ecological solutions, implementing castable refractories that make industrial furnaces more energy efficient and reduce environmental load. The company also focuses on developing ceramic materials that help reduce global environmental impact, such as high-temperature fine ceramic fans and sputtering targets for eco-friendly glass.

The AGC Group offers a variety of products and solutions that contribute to innovation in glass production processes and environmental conservation.

Ceramics Business

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The AGC Group offers a variety of products and solutions that contribute to innovation in glass production processes and environmental conservation.
### For Next-generation Communications Markets

**Making all the glass around us into an information interface**

**infoverre™**
Glass integrated digital signage

Transforming Glass into an Informational Device by Integrating Liquid Crystal Displays

Comprised of an LCD directly attached on building exterior or interior glass, infoverre™ digital signage creates the effect of images floating in the air. The AGC Group has enabled non-reflective, clear images by applying integrated optical technologies cultivated through its chemicals business.

![infoverre™ Applied to the windows of the Shin-Marunouchi Building in Tokyo, 55-inch infoverre™ LCDs show a range of advertisements. This product received a 2015 Digital Signage Award in the Technology category.](image1)

### For Next-generation Mobility Markets

**Making vehicle interiors more comfortable with user-friendly touch panels**

**Glascene™**
Transparent glass screen

Opening Up New Possibilities for Projectors by Enabling Image Projection Onto Transparent Glass

Manufactured using a unique process, Glascene™ is a glass screen that enables images to be projected onto it. This new type of screen retains its transparency while images are projected. The images can be projected from the front or rear sides of the screen, which can be produced at sizes over 100 inches.

![Glascene™ displays beautiful images while retaining its transparency.](image2)

### Cover Glass for Console Panels

**Realizing More Comfortable and Reliable Touch Panel Operation through Electronic Device Cover Glass Technology**

In recent years, the automotive industry has been developing technologies that integrate the operation of various vehicle equipment, including stereos, navigation systems and air conditioners. Having outstanding strength, scratch resistant and anti-reflective properties, the AGC Group’s Dragontrail™ cover glass for electronic devices is now used for the console panels of vehicle equipment.
The AGC Group is Combining a Diverse Range of Core Technologies to Drive All-New Innovations.

Core Technologies

As shown in the following diagram, the AGC Group has accumulated a diverse range of core technologies: glass and ceramic material technologies respond to various needs in society, coating and glass integration technologies add more value to products, and fluorine and chemistry technologies are used for creating advanced high-performance products. To underpin such research and development initiatives, the AGC Group is also working on the development and sophistication of its fundamental technologies such as simulation, analysis, sensing and process design technologies.

By combining and integrating these technologies and then drawing from the vast technological possibilities that result, the AGC Group intends to drive innovations that bring new value to trades and communities, while also meeting the needs of customers and helping resolve the challenges they face.

In January 2016, AGC Asahi Glass reorganized its research and development operations with the aim of developing more competitive and innovative core technologies and new products. As part of this reorganization, the new Innovative Technology Research Center was established in the company’s Technology General Division, and given the tasks of creating innovative core technologies and applying advanced fundamental technologies to promote progress in product development. At the same time, the New Product R&D Center was set up for the purpose of creating new products and solving technical issues concerning existing products. The Production Technology Division was also created to develop and refine production technologies. Based on an approach that integrates market and product development, AGC Asahi Glass is working on R&D in an agile manner while promoting close cooperation between five relevant organizations in its Technology General Division, which now includes a new Planning Division and Intellectual Property Division, and the R&D divisions of each respective In-house Company.

Innovation Management
To chart a course for its R&D over the medium and long terms, the AGC Group draws its own technology roadmap called “Technology Outlook,” which is based on projections of the products and technologies that will be in high demand over the next 10 to 20 years. To develop and commercialize such products and technologies, the AGC Group also creates a business roadmap called “Business Outlook” which consists of survey results on whether they are suitable for the Group and can sustainably generate profits. As a result of extensive studies and analysis, smart community-related markets have been identified as crucial R&D targets to explore in the future. The AGC Group is now moving forward with proactive R&D and business development in related areas.

A key to successful commercialization of new products and technologies is a close link between the market and product development. Under an initiative called Global Technology Networking (GTNET), the AGC Group gathers and studies leading-edge technological information and market trends through expert personnel sent to strategic locations in Japan, Southeast Asia, Europe and the United States, where universities and corporate research facilities are concentrated. This activity helps strengthen the relationship between marketing and product development operations on a global scale, explore the seeds of new businesses, build on the Group’s technologies and expand business networks.

Another R&D initiative is open innovation. By making extensive use of resources from outside through strategic business alliances as well as mergers and acquisitions, the AGC Group aims to accelerate technical innovations and opportunities for new market creation, and shorten product development lead times. The Group also participates in national projects related to smart communities, collaborating with other companies and research institutions.

The AGC Group is Accelerating Innovation
Based on a Global Perspective and a Medium- to Long-term Outlook

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The AGC Group’s Approach to Innovation

R&D Target Setting Process

Step 1
Identify seeds for innovative technology
Establish and follow a technology roadmap
Analyze social trends and assess technical potential

Step 2
Predict the potential for commercialization
Establish and follow a business roadmap
Analyze suitability as a company business and assess business potential

Step 3
Set key objectives for R&D with a view to create new value
Smart community-related markets
Next-generation Mobility
Heat Management
Next-generation Communication
Life Science
Security and Safety
New Energy and New Green

The AGC Group is Accelerating Innovation Based on a Global Perspective and a Medium- to Long-term Outlook
By Identifying Material Issues in CSR, the AGC Group Promotes CSR Management within Corporate Management.

### Approach to CSR and Related Policies

The AGC Group Vision “Look Beyond” (see page 2) is comprised of “Our Mission,” “Our Shared Values” and “Our Spirit.” This Vision provides the basis for the Management Policy AGC plus, through which the Group strives to offer added value (add a “plus”) to all stakeholders. By following this approach, the Group strives to both foster trust and meet the expectations of the community and contributes to the creation of a sustainable society.

In addition, the AGC Group has established the “AGC Group Charter of Corporate Behavior,” which outlines the corporate social responsibility expected of Group companies, and the “AGC Group Code of Conduct,” which clarifies the standards of behavior for all employees.

### CSR Promotion System

The AGC Group established the CSR Committee in 2005 as an in-house organization dedicated to promoting CSR. On the CSR Committee, the AGC Group CEO presides as the committee chair, while the heads of each business and corporate division deliberate over general policies and issues related to the Group’s CSR activities on a quarterly basis.

The results of deliberations by the CSR Committee are shared globally across the AGC Group through subcommittees specializing in compliance and risk management, as well as Environment, Occupational Health, Safety and Quality (EHSQ) management. The information is then reflected in measures implemented by the Group’s In-house Companies and Strategic Business Units (SBUs).
The PDCA Cycle and Material Issues

In 2011, the AGC Group began to develop the CSR monitoring framework based on ISO 26000 to assess the Group’s CSR activities from the perspective of stakeholders and strengthen measures and policies that benefit the community. As a specific initiative, it created a matrix that categorizes four types of CSR issues according to their importance. One of these categories, “issues for which a framework is to be developed and a commitment made to society,” is recognized as being important for both the AGC Group and its stakeholders. Accordingly, the Group has designated this category as a priority material issue, and is disclosing related targets and results to stakeholders via its CSR website.

Matrix of CSR Issues

<table>
<thead>
<tr>
<th>ISO 26000 Items</th>
<th>Core subjects: Organizational Governance</th>
<th>AGC Group’s material issues</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Decision-making processes and structures</td>
<td>Organizational governance</td>
</tr>
<tr>
<td></td>
<td>Conditions of work and social protection</td>
<td>Fair working conditions</td>
</tr>
<tr>
<td></td>
<td>Health and safety at work</td>
<td>Occupational health &amp; safety</td>
</tr>
<tr>
<td></td>
<td>Human development and training in the workplace</td>
<td>Human resource development</td>
</tr>
</tbody>
</table>

The AGC Group’s Material Issues in Relation to ISO 26000 International Standards

Targets and results for issues covered in this section of the chart are disclosed publicly as the AGC Group’s priority material issues.

WEB

Please visit the AGC Group’s CSR website for more information about its CSR management and activities: http://www.agc.com/english/csr/index.html
The management oversight function and management execution function shall be clearly separated.

In the execution of management, corporate functions and the business execution function shall be clearly separated.

Overview of Corporate Governance Structure (as of March 30, 2016)

Under the AGC Group Corporate Governance Basic Policy, AGC Asahi Glass strives to strengthen and improve its corporate governance with a view to ensuring its sustainable growth and raising the AGC Group’s corporate value over the medium and long term.

The Company is responsible for managing the AGC Group as a whole, beyond the conventional framework of a parent company and subsidiaries. On that basis, the following is the Company’s basic approach to its corporate governance system:

- The management oversight function and management execution function shall be clearly separated.
- In the execution of management, corporate functions and the business execution function shall be clearly separated.

The Board of Directors of AGC Asahi Glass consists of seven directors, each appointed to a one-year term, and includes three outside directors, including one female director. The Board is responsible for the approval of the AGC Group’s basic policies and monitoring its management.

The Company first employed outside directors in 2002 in an effort to enhance the management oversight function. Outside directors are appointed in compliance with the requirements under the Companies Act of Japan as well as the Company’s own selection criteria designed to ensure director independence.

Outside directors monitor issues concerning the Group’s business management and offer advice to the Board of Directors from an independent and objective standpoint, based on their extensive experience in global operations.

Approach to Corporate Governance

Framework for Management Oversight

Structure and Role of the Board of Directors

The Board of Directors of AGC Asahi Glass consists of seven directors, each appointed to a one-year term, and includes three outside directors, including one female director. The Board is responsible for the approval of the AGC Group’s basic policies and monitoring its management.

The Company first employed outside directors in 2002 in an effort to enhance the management oversight function. Outside directors are appointed in compliance with the requirements under the Companies Act of Japan as well as the Company’s own selection criteria designed to ensure director independence.

Outside directors monitor issues concerning the Group’s business management and offer advice to the Board of Directors from an independent and objective standpoint, based on their extensive experience in global operations.
corporate management and knowledge of corporate governance related issues. In principle, meetings of the Board of Directors are chaired by an outside director.

Meetings of the Board of Directors in Fiscal 2015

<table>
<thead>
<tr>
<th>Meetings held</th>
<th>13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance rate of members of the Board of Directors</td>
<td>95%</td>
</tr>
</tbody>
</table>

Assessment of the Effectiveness of the Board of Directors

The effectiveness of the Board of Directors of AGC Asahi Glass is subject to assessments and evaluations. As a result of the assessments, it was confirmed that the Company’s Board of Directors is effectively fulfilling its responsibilities of overseeing management execution and approving basic action plans for the AGC Group.

Structure and Roles of the Nominating Committee and Compensation Committee

AGC Asahi Glass established its Nominating and Compensation Committees in 2003 as voluntary advisory committees of the Board of Directors.

Committee Activities in Fiscal 2015

<table>
<thead>
<tr>
<th>Committee</th>
<th>Number of members</th>
<th>Duties</th>
<th>Number of meetings held</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nominating Committee</td>
<td>5 Directors (of which 3 are outside directors)</td>
<td>Deliberate on candidates for director and executive officer positions, and make recommendations to the Board of Directors</td>
<td>3 times</td>
</tr>
<tr>
<td>Compensation Committee</td>
<td>5 Directors (of which 3 are outside directors)</td>
<td>Deliberate on the compensation system for directors and executive officers, compensation limits and bonuses to be reported to the general shareholders meeting and the amount of compensation for executive officer</td>
<td>8 times</td>
</tr>
</tbody>
</table>

Structure and Role of the Board of Corporate Auditors

The Board of Corporate Auditors audits the performance of directors by attending important meetings, including meeting of the Board of Directors and the Management Committee, and by holding regular meetings with representative directors. The corporate auditors also enhance the effectiveness of auditing by exchanging views and checking information concerning audit results and other matters in cooperation with accounting auditor and the Internal Audit Division. As of March 30, 2016, AGC Asahi Glass employed four corporate auditors in total, of which three were outside corporate auditors.

Meetings of the Board of Corporate Auditors in Fiscal 2015

<table>
<thead>
<tr>
<th>Meetings held</th>
<th>13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance rate of members of the Board of Corporate Auditors</td>
<td>100%</td>
</tr>
</tbody>
</table>

Ensuring the Independence of Outside Directors and Outside Corporate Auditors

AGC Asahi Glass has set standards to ensure the independence of outside directors and outside corporate auditors. To help enable outside directors to effectively oversee operations, the Corporate Planning Division, which serves as the Secretariat of the Board of Directors, provides them with relevant information and documents prior to Board of Directors meetings, as well as comprehensive explanations of issues to be debated by the Board in advance when necessary.

Similarly, the Secretariat of the Board of Corporate Auditors assists outside corporate auditors by holding Board of Corporate Auditors meetings, attending important meetings, and helping them coordinate meetings with representative directors and accounting auditor.

Framework for Management Execution

At AGC Asahi Glass, the management execution function is the responsibility of executive officers below the president & CEO. As an advisory committee to the president & CEO, the Company establishes the Management Committees and discusses business management monitoring and decisions regarding management execution. A system of In-house Companies (quasi-subsidiaries within the Group) has been introduced and a global consolidated management system is adopted with regard to business execution. Much of the responsibility and authority for business execution has been delegated to the In-house Companies and Strategic Business Units.
Compensation System

Basic Philosophy on Compensation System for Directors and Corporate Auditors

In its Compensation Principles, AGC Asahi Glass sets out its basic stances and philosophies on overall compensation for officers as follows.

- The compensation system shall be one that enables the Company to attract, secure and reward diverse and talented personnel, in order to establish and expand the Company’s edge over its peers.
- The compensation system shall be one that promotes continued improvement of corporate value, and in this way allows shareholders and management to share gains.
- The compensation system shall be one that gives motivations to achieve performance goals relating to management strategies for the AGC Group’s continuous development.
- The decision-making process of determining compensation shall be objective and highly transparent.

Composition of Compensation for Directors and Corporate Auditors

Under the company’s compensation system, directors who also serve as executive officers receive a fixed monthly salary, performance-linked bonuses, and stock compensation-type stock options, while directors who do not serve as executive officers receive a fixed monthly salary and stock compensation-type stock options. Meanwhile, outside directors and corporate auditors only receive a monthly salary.

Composition of Compensation for Directors and Corporate Auditors

<table>
<thead>
<tr>
<th>Type of compensation</th>
<th>Eligible persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directors</td>
<td></td>
</tr>
<tr>
<td>Fixed compensation</td>
<td>All directors</td>
</tr>
<tr>
<td>Performance-linked compensation</td>
<td>Directors who also serve as executive officers</td>
</tr>
<tr>
<td>Performance-linked bonuses</td>
<td>Directors excluding outside directors</td>
</tr>
<tr>
<td>Stock options</td>
<td></td>
</tr>
<tr>
<td>Corporate auditors</td>
<td></td>
</tr>
<tr>
<td>Fixed compensation</td>
<td>All corporate auditors</td>
</tr>
<tr>
<td>Monthly compensation</td>
<td></td>
</tr>
</tbody>
</table>

The amount of the Bonuses, which is aimed at motivating recipients to achieve their single-fiscal-year business results goals, varies depending on consolidated business results for a single fiscal year. The stock compensation-type stock options are intended to allow recipients to share benefits and risks associated with stock price fluctuations with our shareholders, and enhance their motivation and morale so as to raise business results and corporate value on a medium to long term basis.

Compensation Determination Process

The Compensation Committee deliberates on matters such as the compensation system and level for directors and executive officers based on the Compensation Principles, makes proposals regarding them to the Board of Directors, and verifies the results of compensation payments in order to increase the objectivity and transparency of the compensation determination process.

Compensation to Directors and Corporate Auditors in Fiscal 2015

<table>
<thead>
<tr>
<th>Number of recipients</th>
<th>Fixed payment (millions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>All directors</td>
<td>9</td>
</tr>
<tr>
<td>Outside directors only</td>
<td>3</td>
</tr>
<tr>
<td>All corporate auditors</td>
<td>6</td>
</tr>
<tr>
<td>Outside corporate auditors only</td>
<td>5</td>
</tr>
</tbody>
</table>

1 Figures include remuneration to a total of four directors and corporate auditors (including outside corporate auditors) who either retired or resigned in March 2015.

Internal Control

In response to the enactment of the Companies Act of Japan, AGC Asahi Glass established a basic policy for internal control in May 2006, with the aim of confirming that its business execution systems, including the compliance system, were functioning appropriately.

Furthermore, the Company adopted an internal control reporting system in compliance with Japan’s Financial Instruments and Exchange Act, and on that basis, created the AGC Group Internal Control over Financial Reporting Implementation Regulations, and is maintaining and implementing the system to ensure sound financial reporting.
Board of Directors, Corporate Auditors and Executive Officers

Board of Directors

Kazuhiko Ishimura
Representative Director & Chairman

Takuya Shimamura
Representative Director and President & CEO

Yoshinori Hirai
Director

Shinji Miyaji
Director

Corporate Auditors

Shūichirō Umemoto
Yasushi Marumori (Outside)
Tori Hara
Hiroshi Kawamura (Outside)

As of 31 March, 2016

Executive Officers

President & CEO
Takuya Shimamura
Chief Executive Officer, AGC Group

Executive Vice President
Yoshibumi Tamura
President of Glass Company

Senior Executive Officers
Marehisa Ishiko
GM of Automotive General Division, Glass Company
Jean-François Merli
GM of Building & Industrial General Division, Glass Company

Executive Officers
Tetsuo Tatsuno
GM of Finance & Control Division
Shinji Miyaji
CFO

Yoshinori Kobayashi
President of Electronics Company
Masao Namoto
Director of Corporate Strategy

Executive Officers
Tadayuki Oi
GM of Marketing & Planning Office, Glass Company
Shinichi Kawamura
GM of General Affairs Division
Akiofu Shima
President of AGC Ceramics Co., Ltd.

Tomoya Takigawa
GM of Future Technology Research Center, Technology General Division
Takashi Shimbo
Chief Representative of AGC Group for China
Kimikazu Ishikawa
Chief Representative of AGC Group for Southeast Asia
Kazuyoshi Watanabe
GM of Sales, Glass General Div., Electronics Company

Kasugi Koga
GM of Marketing, Chemicals General Div., Chemicals Company
Kenzo Moriyama
GM of Strategy & Planning Office, Corporate Planning Division
Takashitu Minato
GM of Performance Chemicals General Div., Chemicals Company

Shūichirō Umemoto
Yasushi Marumori (Outside)
Tori Hara
Hiroshi Kawamura (Outside)

As of 31 March, 2016

AGC Report 2016
### Expanding Business Globally

- **1907**: Asahi Glass Company established in Amagasaki, Hyogo Prefecture, by Toshiya Iwasaki (pictured).
- **1914**: First export of flat glass to England.
- **1917**: Headquarters moved to Tokyo.
- **1909**: Mass production of flat glass using a Belgian method of producing glass with hand-blown cylinders begins for the first time in Japan.
- **1916**: In-house production of long-lasting refractory bricks for melting furnaces begins.
- **1917**: Production of soda ash, a key raw material for glass, begins.
- **1925**: Shoko Glass Co., Ltd. established in China as Asahi Glass' first business outside Japan.
- **1933**: The Asahi Foundation for Chemical Industry Promotion (now the Asahi Glass Foundation) established to commemorate our 25th anniversary.
- **1937**: Stocks listed on the Tokyo Stock Exchange.
- **1949**: Production of double-glazing units PairGlass™ begins.
- **1954**: Manufacture of glass bulbs for television picture tubes begins.
- **1955**: Automotive glass business launched on a full scale to respond to rapidly growing demand.
- **1956**: Glass manufacturing subsidiary established in India, demonstrating progress in expanding internationally ahead of other Japanese companies.
- **1957**: Asahi Glass Scholarship Foundation established to commemorate our 50th anniversary.
- **1958**: Production of tempered glass and laminated glass begins.
- **1959**: Production of refractory bricks begins at the Iho Plant.
- **1965**: Deming Prize received for quickly adopting quality management.
- **1970**: Agreement concluded to export caustic soda electrolysis equipment to Indonesia.
- **1971**: Television broadcasting begins in Japan.
- **1973**: The Asahi Foundation for Chemical Industry Promotion (now the Asahi Glass Foundation) established to commemorate our 25th anniversary.
- **1977**: Agreement concluded to export caustic soda electrolysis equipment to Indonesia.
- **1980**: Agreement concluded to export caustic soda electrolysis equipment to Indonesia.
- **1985**: Agreement concluded to export caustic soda electrolysis equipment to Indonesia.
- **1990**: Agreement concluded to export caustic soda electrolysis equipment to Indonesia.
- **1995**: Agreement concluded to export caustic soda electrolysis equipment to Indonesia.
- **1998**: Agreement concluded to export caustic soda electrolysis equipment to Indonesia.
- **2000**: Agreement concluded to export caustic soda electrolysis equipment to Indonesia.
- **2005**: Agreement concluded to export caustic soda electrolysis equipment to Indonesia.
- **2010**: Agreement concluded to export caustic soda electrolysis equipment to Indonesia.
- **2015**: Agreement concluded to export caustic soda electrolysis equipment to Indonesia.

### Time of Establishment

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1900</td>
<td>From</td>
</tr>
<tr>
<td>1920</td>
<td>From</td>
</tr>
<tr>
<td>1940</td>
<td>From</td>
</tr>
</tbody>
</table>

### History

With Over 100 Years of History, the AGC Group Aims to Continue Contributing to Society for Years to Come.
1961
Production of propylene oxide and propylene glycol begins.

1966
Production of float glass begins.

1972
Product development of AshiGuard™-water and oil repellants and Aflon™-COP illuminated mirrors begins.

1975
Development of the Flemion™ fluoropolymer ion-exchange membrane electrolysis method for manufacturing caustic soda.

1960
Color television broadcasting begins in Japan.

1964
Tokaido shinkansen bullet train service commences in Japan and the Olympic Games held in Tokyo.

1970
Expo ’70 world’s fair held in Osaka.

1973 and 1979
First and second oil crises.

1981
AZEC System, a new ion-exchange membrane electrolyzer, developed.

1982
Production of fluoropolymer resin for coatings (LUMIFLON™) begins.

1990
CYTOP™ transparent, amorphous fluoropolymer developed.

1995
Production of glass substrates for TFT-LCDs begins.

1983
Birth of the Internet

1985
Plaza Accord concluded

1993
European Union established

1997
Kyoto Protocol adopted

2002
Creation of AGC Group Vision: “AGC Beyond”

2005
Sales of automotive door glass that blocks infrared rays launched.

2006
High performance Fluon® ETFE FILM used for various sports venues at the global sports event in Beijing.

2011
Worldwide sales of Dragontrail™ glass for smartphones and tablet computers begin.

2013
UV Verre Premium Cool on™ tempered glass for automotive door windows sales begin.

2015
Supply of HFO-1234yf, a next-generation automobile refrigerant with a low environmental burden, begins.

2003
Terrestrial digital broadcasting begins in Japan.

2008
Global financial crisis begins

2011
The Great East Japan Earthquake and tsunami disaster in Japan’s Tohoku region

2014
FIFA World Cup held in Brazil
Main Communication Tools Used to Reach Each of Our Stakeholders

For all stakeholders
AGC Asahi Glass Website
www.agc-group.com/
Provides information about the AGC Group more widely, timely and in more detail

For shareholders and investors
Financial Review
Reports the AGC Group’s business outline and financial information including consolidated financial statements (PDF file only)

For CSR-related experts* and stakeholders with an interest in CSR
CSR Website
www.agc.com/english/csr/
Provides a comprehensive report on the AGC Group’s efforts to fulfill its social responsibilities based on the “core” of G4

CSR Information Supplement
Reports the AGC Group’s non-financial data and its various CSR policies and organizations for promoting CSR-related activities (PDF file only)

Scope
• Reporting Period
  Fiscal 2015 (Jan.–Dec. 2015)
  Some information includes content from both fiscal 2014 and 2016
• Organizations Covered in the Report
  Asahi Glass and its 204 consolidated subsidiaries
  (Group companies in and outside Japan)

Related Information
Note: Articles with this mark have related information on the AGC Asahi Glass website (www.agc.com/english/)

• Primary Notation and Report Targets Used in the Report
  The AGC Group
  Same as “Organizations Covered in the Report” mentioned at left.
  The AGC Group (Japan)
  Group companies in Japan including Asahi Glass Co., Ltd.
  AGC Asahi Glass/the Company
  Asahi Glass Co. Ltd. (on an unconsolidated basis)

Date of Publication
April 2016 (last date of publication: May 2015)

Regarding Future Assumptions, Forecasts and Plans
Future perspectives described in this report are based on the latest information available to the AGC Group at the time of editing the report. Nevertheless, please note that results and consequences may vary with fluctuations in the business environment.

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Corporate Planning Division
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