

Medium-Term Management Plan “Grow Beyond-2010”

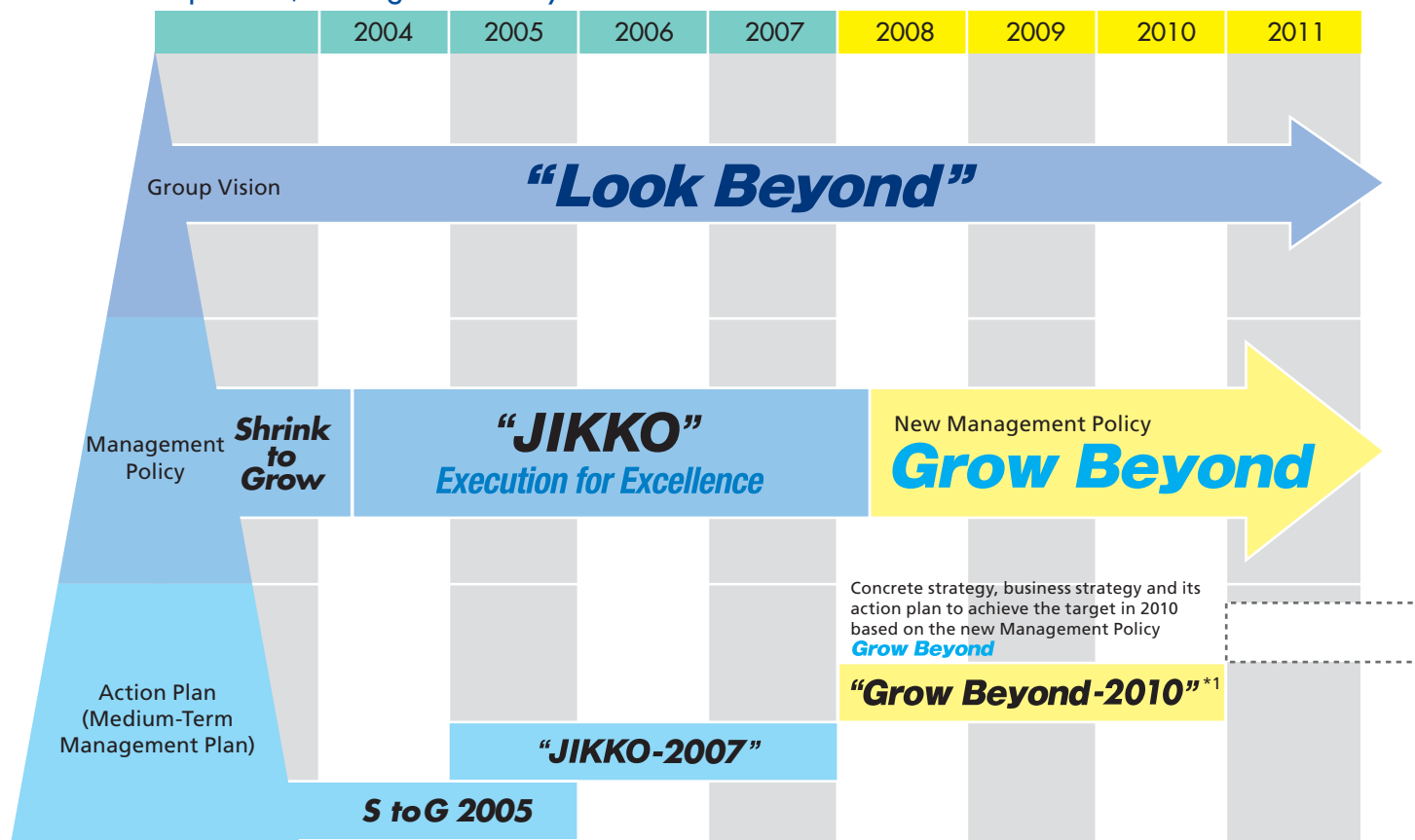
The AGC Group has formulated a three-year Medium-Term Management Plan, “**Grow Beyond-2010**”, starting in 2008, under its Management Policy **Grow Beyond**. The Group has been executing various measures to realize the basic concepts of the Management Plan, which are “Build foundations for growth” and “Enhance business strength and competitiveness.”

Against the backdrop of the recent rapidly

deteriorating economic conditions, we have added a new concept, “Responding to sudden changes in the business environment” to the Medium-Term Management Plan.

We will respond flexibly to the change of demand by taking measures such as adjustment of production output while accelerating R&D activities and cultivation of human resources, through which we can gather our strengths in order to make huge leaps when demand recovers, which is surely to come.

Group Vision, Management Policy and Action Plan



*1 Renamed from “JIKKO-2010” in 2009

AGC Group Management Policy
Grow Beyond

Current economic circumstances



Medium-Term Management Plan
“Grow Beyond-2010”

- Build foundations for growth
- Enhance business strength and competitiveness
- Respond to sudden change of business environment

Four Major Issues in Building Foundations for Growth

1 Group-wide promotion of solar business

While short-term growth is slowing due to deteriorating economic conditions, the solar business is expected to grow in the future as solar power draws wide attention as the next-generation energy. We will make group-wide efforts to promote the development of our solar business.

2 Addressing the climate change issue

As a high energy-consuming glass manufacturer, the AGC Group will develop CO₂ reduction technologies for production processes, as well as expand the use of technologies for reduction of CO₂ emissions in our products.

3 Second round of globalization

We will continuously develop and operate business in new growth regions and cost-competitive regions.

4 Execution of various measures across In-House Companies to become a glass-technology driven company

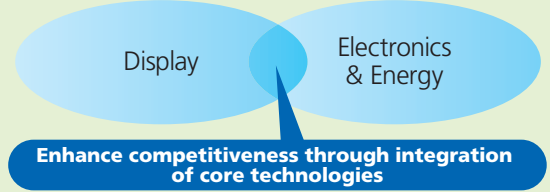
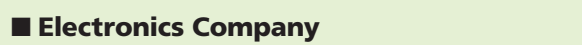
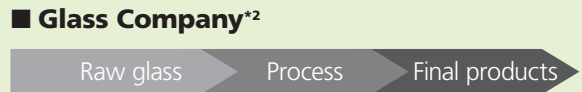
We will leverage the strengths of the AGC Group, which possesses chemicals and ceramics technologies in addition to glass technologies, and pursue synergy across the entire Group.

Reforming System toward the Enhancement of Business Strength and Competitiveness

The AGC Group has implemented organizational changes as of July 21, 2009.

The former Flat Glass Company and the former Automotive Glass Company have been integrated to form “Glass Company” so as to further enhance competitiveness through seamless production and operation ranging from raw glass production, processing and making into final glass products.

Also, the former Display Company and the former Electronics & Energy General Division have been integrated into the “Electronics Company.” By integrating core technologies in the respective fields and generating differentiated technologies, we will establish a system that can supply the products catering to market needs in a further timely manner.



*2 In-house Companies are business units that operate globally, generally with net sales of over 200 billion yen.