

# Management Policy *Grow Beyond*

The AGC Group will closely look at mid- to long-term changes in the market and respond to them in a timely manner to continue to grow further as a leading global company. The Management Policy **Grow Beyond** has been formulated to lead the Group's endeavors toward this end. **Grow Beyond** means "grow and change" beyond conventional frameworks such as business areas, regions, markets and existing technologies. It places top priority on building the next foundations for growth.

## Accelerating *Grow Beyond* Measures

To address such significant structural changes in the market, the AGC Group believes that we must contribute to the creation of a "Sustainable Society" which, as we realized, is indispensable from a comprehensive global viewpoint.

The AGC Group has clearly defined "Aspirations for 2020" as its future image. By using it as a powerful guideline, we will accelerate our **Grow Beyond** measures.

### AGC's Aspirations for 2020

AGC Group aspires to excel as a highly profitable and fast-growing global enterprise making contributions to a sustainable society by:

- Having strong and differentiated technologies
- Giving consideration to environmental friendliness not only of products but also for overall production processes and business activities
- Contributing to the development of fast-growing regions



Aiming to meet "Aspirations for 2020," we will work on building foundations for growth from three perspectives: "glass-technology-driven company," "delivering technology solutions for climate change" and "second round of globalization."

Specifically, to become a glass-technology-driven company, the Group will advance our glass technologies, as well as promote business differentiation by integrating the Group's core technologies in glass, chemicals, and ceramics. In addition, the Group will deliver technological solutions for climate change by achieving energy conservation in production processes and providing products based on our core technologies. Besides, the Group will push forward with a second round of globalization by

proactively expanding business in emerging markets, while further enhancing profitability in the mature markets of Japan, Europe, and North America.

In order to build the foundations for growth, we will firmly establish and thoroughly imbue the mindset of the former management policy **"JIKKO"** as the DNA of the AGC Group. And, placing importance on "our people" who actually carry out all the work, we set the slogan "Our People are Our Strength." Under this slogan, the AGC Group aims to become a corporate group in which each employee exerts their full potential, and the growth of the people and the growth of the organization can nourish each other in a virtuous cycle.