The AGC Group's ESG Initiatives

AGC Inc.

September 10, 2021

Your Dreams, Our Challenge

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1. Progress of the AGC Group's business diversification and globalization

The fundamental principles of the AGC Group

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In 1907, Asahi Glass was founded by Toshiya Iwasaki

Photo: Toshiya Iwasaki

Founding spirit

"Never take the easy way out, but confront difficulties"

"There are various other businesses that we can pioneer, but **I want to run a business that is good for Japan and those who live in the country. For me, it's the manufacturing of flat glass.**"

Diversification of the business

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- **Provide the necessary materials and solutions in line with changes of the times**

Construction boom

Motorization

Coming of the era of TV

Expansion of environment-conscious businesses and products

Advancement of IT

Arrival of the IoT era

Strat of 5G communication

1907 1910s 1950s 1970s 1990s 2000s 2010s 2020s

Founded Asahi Glass Co., Ltd.
Started the flat glass business

Started manufacturing of refractories

Started manufacturing of soda ash

Started the automotive glass business

Started the business of glass valves for CRTs

Succeeded in the development of ion-exchange membrane

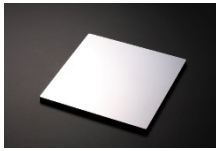
Started the business of alkali-free glass for LCD

Started the production of alternative CFC AK-225

Started the business of filters for tone correction for digital cameras

Started the business of chemically tempered glass for smartphones

Started the contract production business of pharmaceutical and agrochemical intermediates



Started the business of EUV mask blanks

Developed glass antenna that adds cellular base station capabilities to windows

Global expansion

- **In cooperation with business partners and local employees, the AGC Group contributed to the development of local economy and society around the world**




1950s

Started the business of architectural glass in India

1960s to 70s

Started the business of architectural glass/automotive glass/chemicals in Thailand and Indonesia

1980s

Deployed the business of architectural glass/automotive glass in earnest in Europe and the U.S.

1990s

Deployed the fluorochemicals business in earnest in Europe and the U.S.

2000s

Started the business of glass for TFT/PDP in Taiwan and South Korea

Started the business of architectural glass/automotive glass in Brazil

2. Governance reform toward the integrated global management

Background to the full-scale establishment of the governance system

Until 1990s	● Diversification of the business ● Global expansion ● Start of consolidated management ● Deterioration of earnings after collapse of economic bubble

Management strategy: *"Shrink to Grow"*

1998 to 2004	**Establish a full-scale governance system toward integrated global management**

Direction of management

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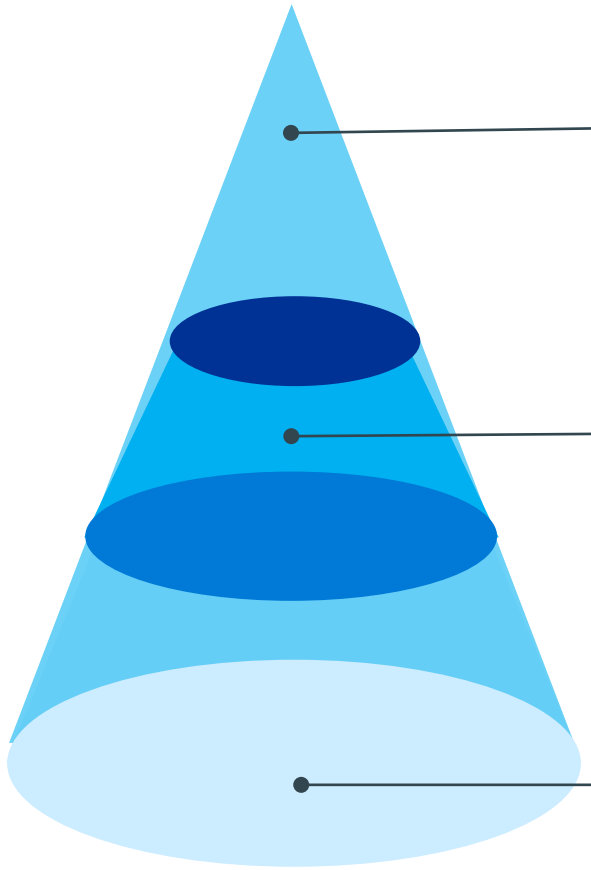
Re-established the management base including corporate governance toward the integrated global management

1	Formulation of the group vision
2	Reform of the board of directors
3	Introduction of the executive officer system
4	Introduction of the in-house company system
5	Enhancement of the human resource base
6	Establishment of the cultivation of management human resources
7	Workstyle reform

The AGC Group vision *"Look Beyond"*

- **Formulated the vision to be shared in the AGC Group in 2002***
- ***"Look Beyond"* is the basis of our sustainability management**



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

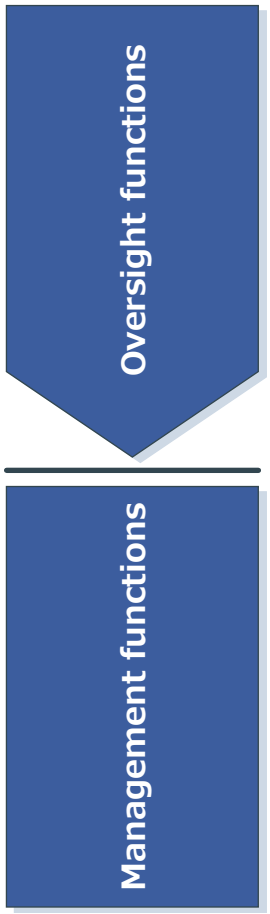
Our spirit

"Never take the easy way out, but confront difficulties"

*Our mission was renovated in 2015

Governance reform of 2002

- **Clearly separated the oversight functions and the management functions**
- **Reformed the board of directors and introduced the executive officer system**



(1) Reform of the board of directors

Changed the role of the board of directors into a "body that approves basic policies and oversees the management of AGC."

- ✓ Reduced the number of directors to 7 from 20
- ✓ Elected two outside directors *Adopted a three-outside-directors system in 2005
- ✓ Shortened the term to one year from two years
- ✓ Transferred a significant portion of the authority for management functions to the President & CEO

(2) Introduction of the executive officer system

Elected executive officers in charge of "execution of the management and business of the AGC group"

- ✓ Clearly distinguished them from the directors stipulated in the Commercial Code (Companies Act)
- ✓ The term is one year

AGC's corporate governance system

- Became a company with board of corporate auditors in 2002
- Set up a nominating committee and a compensation committee as voluntary discretionary organizations where a majority of members are outside directors

Internal auditor

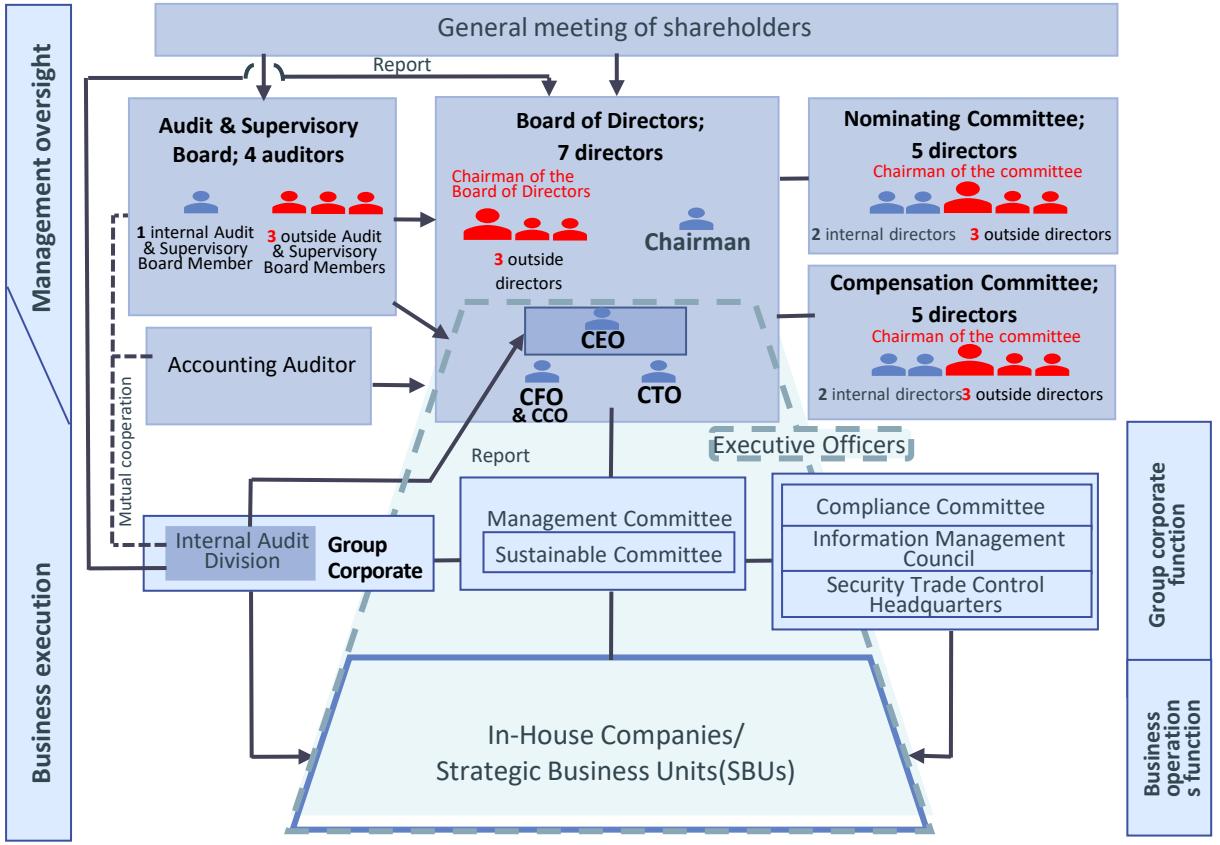
Full-time auditor
Tetsuya Tatsuno

Independent outside auditor

Full-time auditor
Yoshiyuki Morimoto

Part-time auditor
Akio Sakumiya

Part-time auditor
Yaeko Takeoka



: Internal directors or internal Audit & Supervisory Board Member
: Outside directors or outside Audit & Supervisory Board Members who satisfy Company's "Standards for independence of outside officers"

System adopted since March 30, 2021

Internal directors

Chairperson
Takuya Shimamura

CEO
Yoshinori Hirai

CFO
Shinji Miyaji

CTO
Hideyuki Kurata

Independent outside director

Chairperson of Board of Directors
Yasuchika Hasegawa

Chairperson of the nominating committee
Hiroyuki Yanagi

Chairperson of the compensation committee
Keiko Honda

Systems to build a solid human resources base

■ Reinforce the human resource systems to promote the diversity of human resources and the integrated global management

2020

The AGC's Group leader training program

Global

2003
● Started "Program to Cultivate Global Management Human Resources"

2004 onward
Global leadership session
Global leadership journey

Region-specific

2003 onward
Asia

2007 onward
Japan

2008 onward
Europe and the U.S.

Human resource system

2005 onward
● Global job grade system

2010 onward
● Skill map

2011 onward
● Formulation of the employment policy*
- Setting of the employment ratio of female new graduates for fast-track careers
- Expansion of employment of human resources with foreign nationalities

Work style reform *

1989 onward
● Flex work system (without core time hours)

2003 onward
● Childcare leave system (for both men and women)

1992 onward
● Short-time work and temporary retirement systems

2011 onward
● Registration system for the retired who want to be re-employed

2012 onward
● Teleworking system for childcare/nursing care
(It has been possible to use this regardless of the reason since 2017)

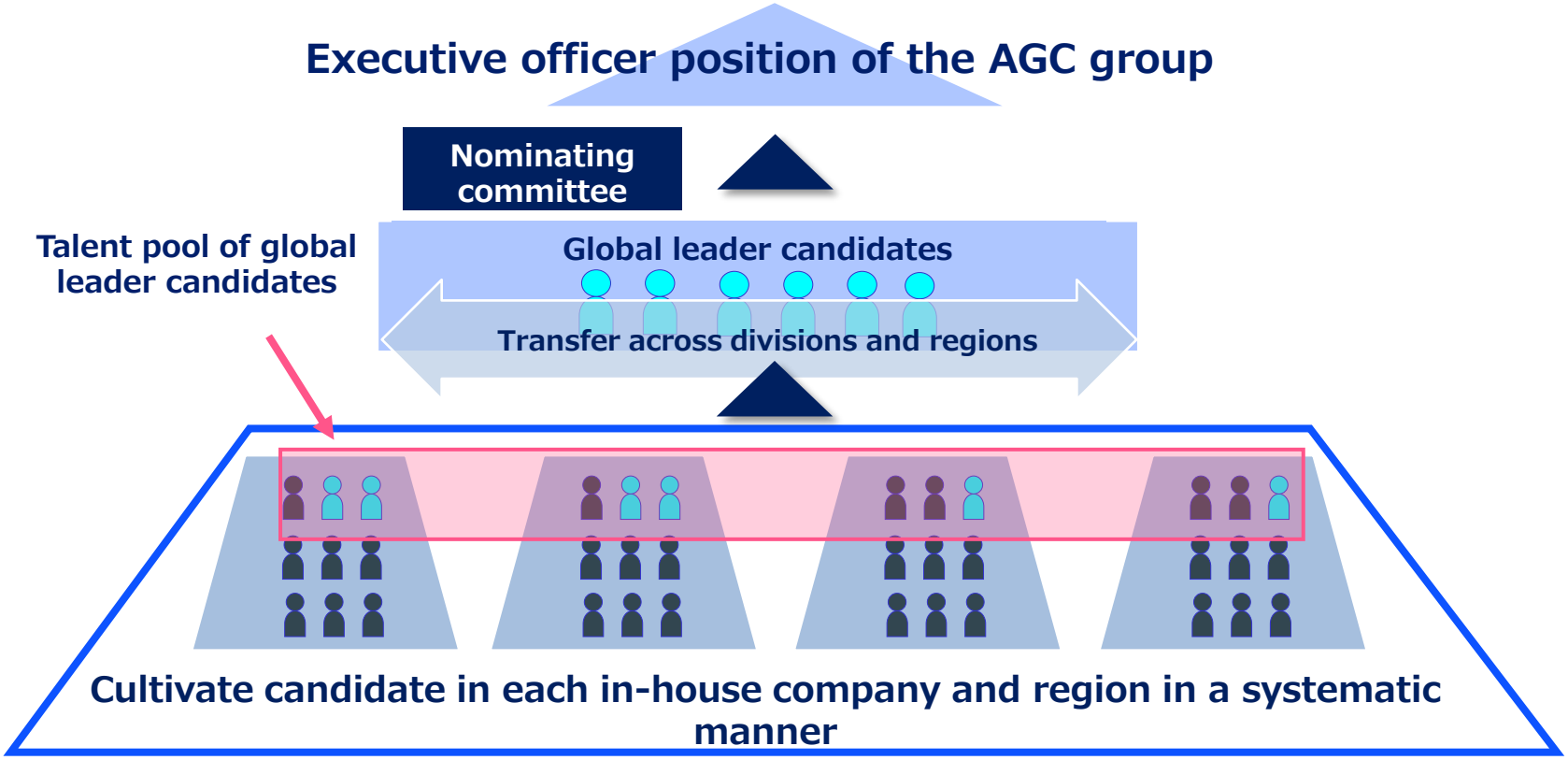
2017 onward
● Temporary retirement system for job transfers of spouses
● Setting up of the female employee support office

2020 onward
Annual hourly paid leave system

*Activities by AGC Inc.

Program to cultivate global leaders

- Explore global leader candidates from all around the world regardless of nationalities and business divisions
- Cultivate and strategically allocate the candidates from the viewpoint of optimizing the entire group



Workstyle reform for more diverse human resources

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■ Aiming to achieve a pleasant working environment for diverse human resources

Our Shared values *"Look Beyond"* : Diversity

- We will respect the diversity of individuals with varied capabilities and personalities.
- We will respect cultural diversity of race, ethnicity, religion, language, and nationality.
- We will respect different perspectives and opinions at all times.

"Workstyle reform" all-hands declaration (2017)

AGC People: the driver of our growth!

By enabling each and every employee to fully demonstrate their capabilities, we are creating an organization that is stronger than the sum of its parts, as we achieve our business strategies and organizational targets while delivering corporate and individual growth.

Example of activities to promote diversity (promotion of female participation)*

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Activities to support employees who are pregnant/raising children

- Short-time work and temporary retirement systems
- Day-care use support system
- Communication among employees raising children
- Seminars for childbirth, childcare, etc.
- Interviews for those who come back from childcare leave
- Enhancement of programs to support coming back from childcare leave

Activities to enable motivated women to work actively

- Training for those who come back from childcare leave
- Female mentor system
- Promotion of female participation in existing training and external training
- Enhancement of the systems to support employees raising children

Activities to enable diverse human resources to work actively

- Flex work system without core time hours
- Teleworking system regardless of the reason
- Annual hourly paid leave system
- Temporary retirement system for job transfers of spouses
- Female health seminar
- Female employee support office

*Activities by AGC Inc.

Engagement improvement measures

Globally expand measures aiming to improve employee engagement

2005 onward
- Started the engagement survey

2006 onward
- CEO commendation

2015 onward
- Dialogue meeting between the top management and employees

2006 onward
- Published the group magazine

2011 onward
- Cross-divisional Network Activity

Engagement improvement measure: AGC Group CEO Awards

- Formulated the commendation system for all employees of the group in order to cultivate the culture of "recognition and commendation" in 2006
- 1,687 nominations between 2006 and 2020

Award ceremony in each region

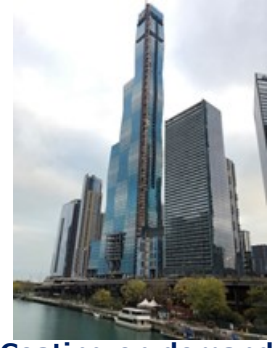
Asia including Japan

Europe

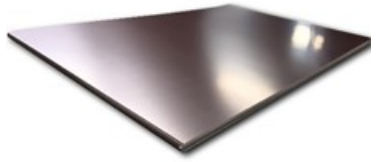
Americas

Award-winning activities

Establishment of the program to cultivate data scientists



Coating on demand

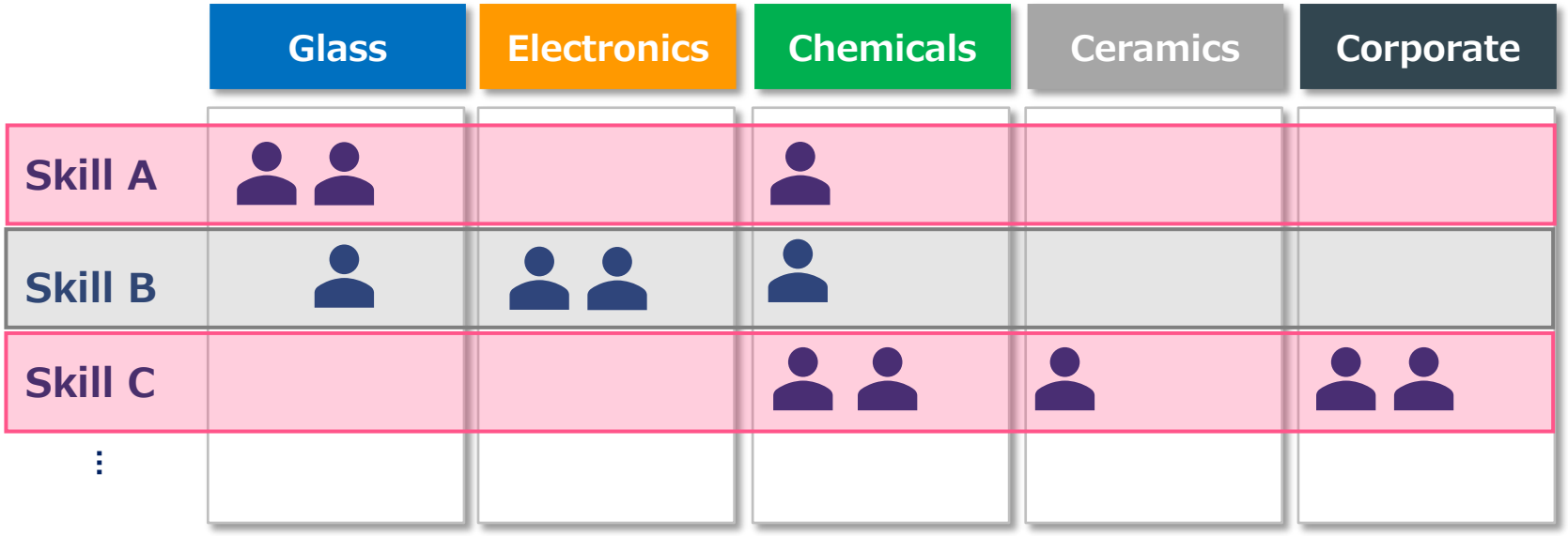


Elucidation of the defect mechanism of CCL materials

Engagement improvement measure:
Cross-divisional Network Activity

- Form cross-organizational communities based on expertise and skills
- Have employees voluntarily interact with each other through various activities such as study meetings and workplace tours
- Cultivate an open organization culture

Conceptual diagram



Total of 40 skills

Engagement improvement measure: Dialogues with the top management

- Started the global dialogue meeting between the top management and employees in 2015
- The purpose is to encourage voluntary actions
- Continued online even amid the COVID-19 pandemic

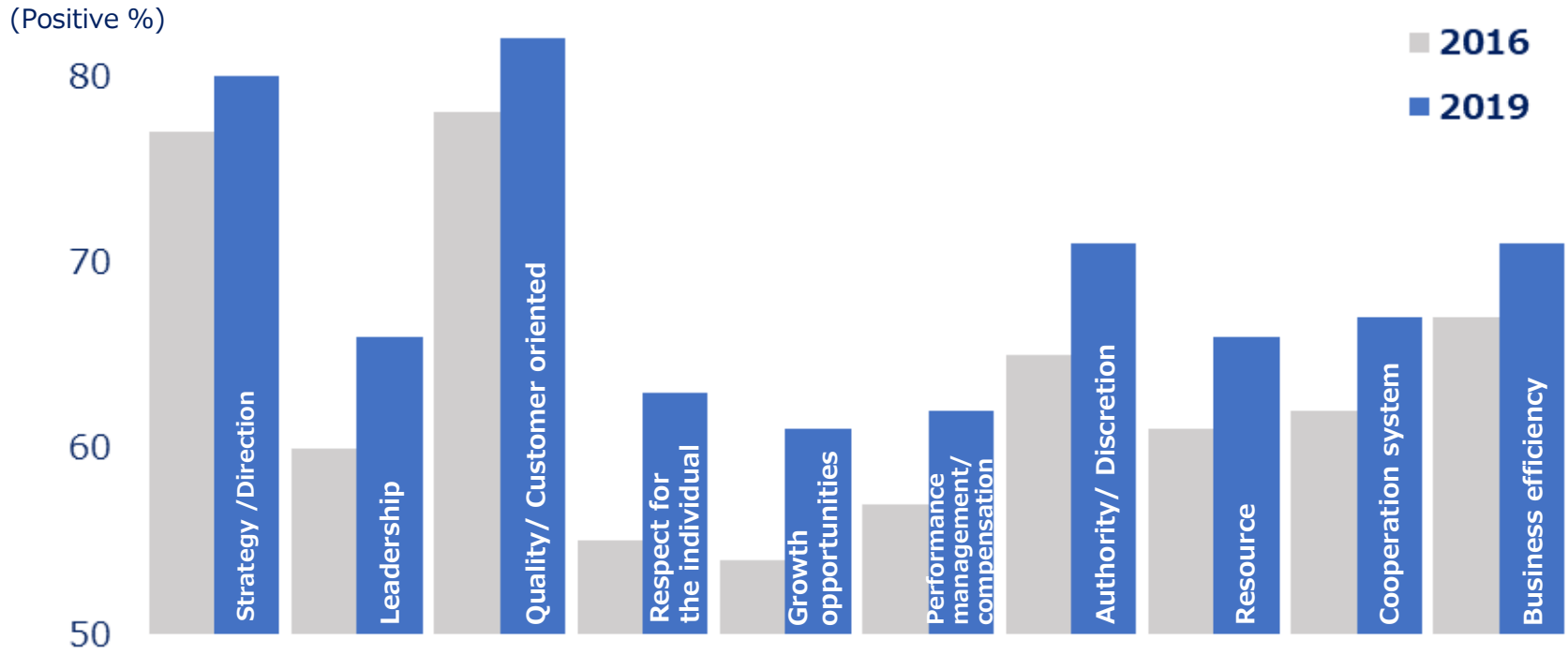
Dialogue meeting with CEO
(Held three times on average at each site)

2018 result: 135 times
Domestic: 14 sites
Foreign: 31 sites (12 countries and regions)

2019 result: 120 times
Domestic: 14 sites
Foreign: 26 sites (11 countries and regions)

Engagement survey results

■ 2019 survey showed all categories exceeded previous survey results



Overview of the engagement survey	• Conducted six times in total since 2005 • Conducted in 22 languages in 43 countries/regions in 2019 • Surveyed all employees of the group (received answers from 42,000 in 2019; the answer rate was 88%

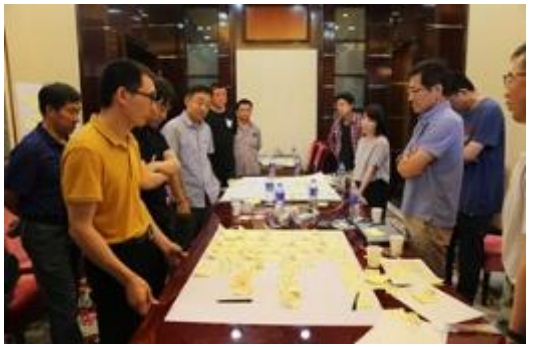
Post-survey measures

■ Resolve problems together through dialogue to improve the organization culture

	Improvement activity process
1	Analysis of the survey result
2	Sharing of the survey result
3	Sharing of problem awareness based on the survey result
4	Extraction of improvement issues
5	Formulation of improvement measures
6	Execution of improvement measures

Cases of improvement measures

AGC Chemicals Americas



AGC Flat Glass (Dalian) Inc. (AFD)

■ Case of Americas

Issue : It is difficult for employees to formulate career paths

Improvement measure : Conduct a career planning interview
Show what the company can do for employees

■ Case of China

Issue : Communication across divisions is insufficient

Improvement measure : Hold an off-site meeting
Conduct improvement activities of the company across divisions

3. Sustainability management and carbon net zero

AGC Group's sustainability management

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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.

Social value the AGC Group wants to create

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

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

Work toward the sustainability goals in all business activities

- 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

Create social values through products, technologies, and company activities

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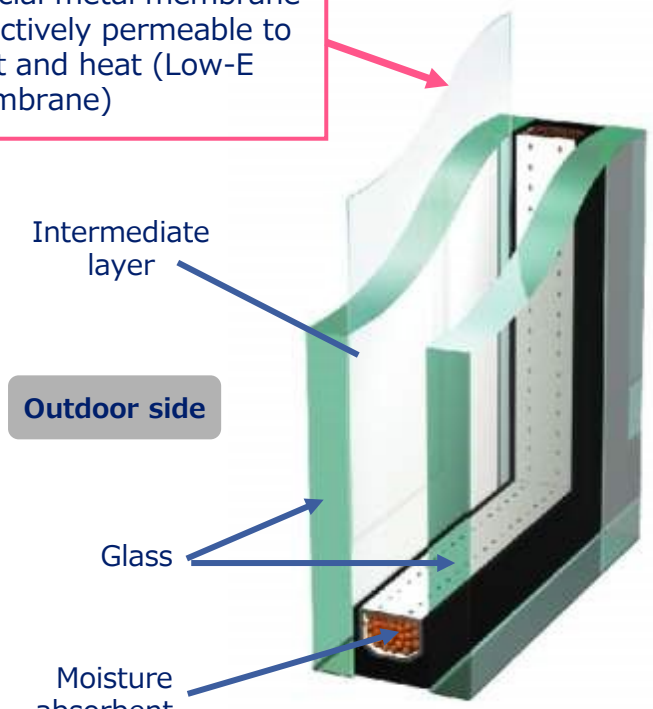
Business / Social values	Glass	Electronics	Chemicals	Ceramics
Contribution to the realization of a sustainable global environment	- Float flat glass (products using recycled raw materials, Thinned glass) - Low-E double glazing glass - Coating glass - Photovoltaics-embedded glass - Thinned glass(chemically strengthened glass) - Automotive glass etc.	- Display glass (products using recycled raw materials) - Solar cell TCO glass - Float cover glass for PV module - Optical Materials - Materials for high-speed communication - High power LED glass ceramics substrate etc.	- Environmentally friendly refrigerant and solvents - Materials for fuel cells - Fluoropolymer - Fluoropolymer resin for coatings - Fluoropolymer resin for solar cell etc.	- Refractory (products using recycled raw materials) - High thermal insulation ceramic wall for furnace - Refractory/engineering for biomass power boilers etc.
Contribution to the realization of safe and comfortable urban infrastructures	- Low-E double glazing glass - Disaster-resistant/security glass - Antennas installed in construction windows - Automotive glass - Cover glass for car-mounted displays - Sound insulation glass - Light control glass - Integrated glass antenna for cars - HUD components etc.	- Display glass - Materials for onboard sensing/radar - Semiconductor processes and materials - Materials for high-speed communication - Glass substrates for AR/MR etc.	- Polyvinyl chloride - Caustic soda - Sodium hypochlorite - Sodium bicarbonate etc.	- Refractory/engineering for industrial furnace - Refractory/engineering for waste incinerator etc.
Contribution to the realization of safe and healthy lives	- Low-E double glazing glass - UV cut glass etc.	- Display glass for medical monitors - Materials for high-speed communication - Laboratory glass ware - Tissue culture products etc.	- Pharmaceutical active and intermediates ingredient - Agrochemical active and intermediates ingredients - Green house film - High-function membrane for water treatment - Sodium bicarbonate (infusion for dialysis) etc.	

Low-E double glazing glass

- **Selectively transmit light and heat and helps to improve the energy efficiency of buildings**
- **Approximately 78% less heat transfer than single pane glass***

Structure of Low-E double glazing glass

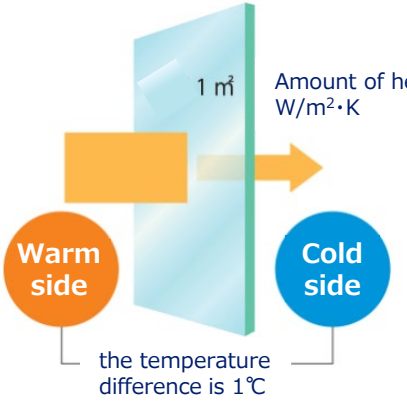
Special metal membrane selectively permeable to light and heat (Low-E membrane)



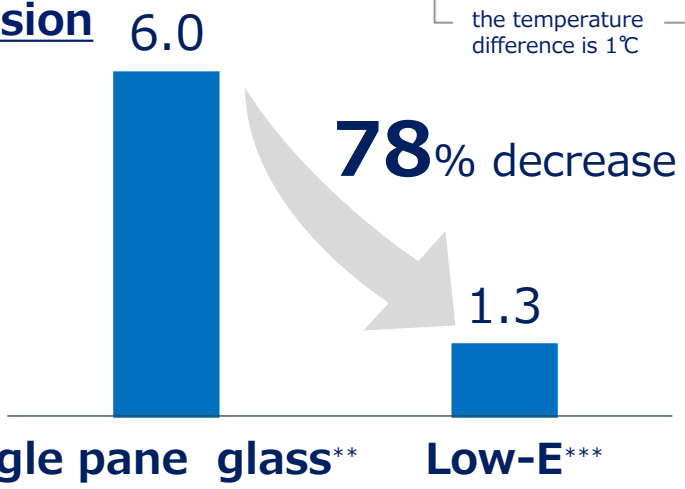
Effect of Low-E double glazing glass

Thermal transmission rate

Amount of heat passing per 1 ㎡ for 1 hour with a temperature difference between inside and outside is 1 ℃.



Thermal transmission rate

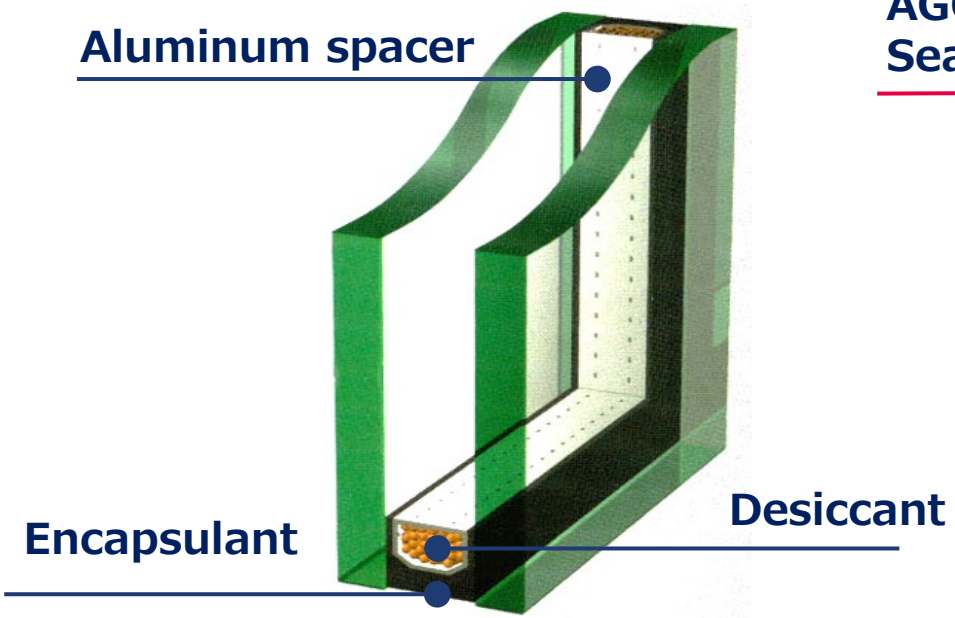


*Comparison of thermal transmission rate between 3mm float glass and Low-E double glazing glass **3mm float glass ***Low=E double glazing glass with gas

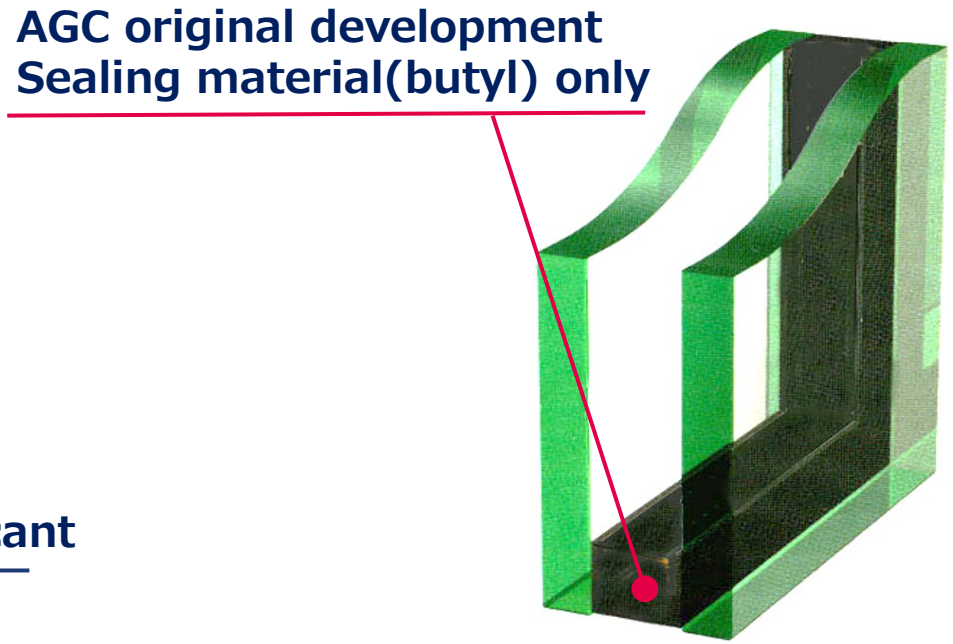
Thermocline™

- Highly durable, long-life, high-insulation double glazing using AGC's original material
- Aluminum, desiccant, and sealing material are integrated with chemical technology for easy recycling
- Achieves longer life while maintaining window performance, contributing to reduction of CO_2 emissions during the life cycle

Structure of double glazing glass



Structure of Thermocline™



Photovoltaics-embedded glass: SunEwat™

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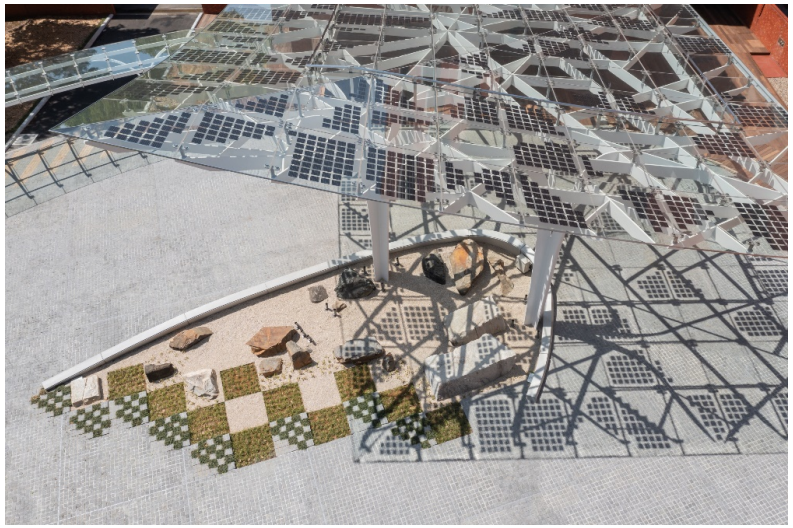
- Glass that can generate electricity by solar power
- Encapsulates a solar power generation cell in two glass plates
- Realizes both energy creation and design performances and help bring about a carbon-neutral society



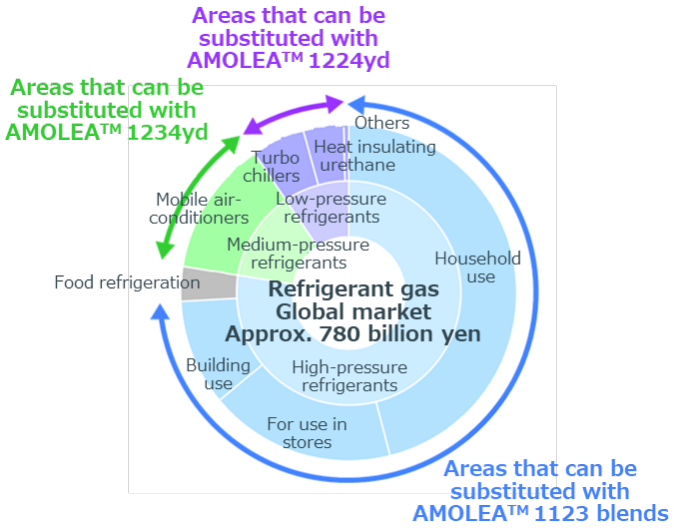
Entrance canopy of
Global Zero Emission Research Center of AIST

New Punggol campus of Singapore Institute of Technology

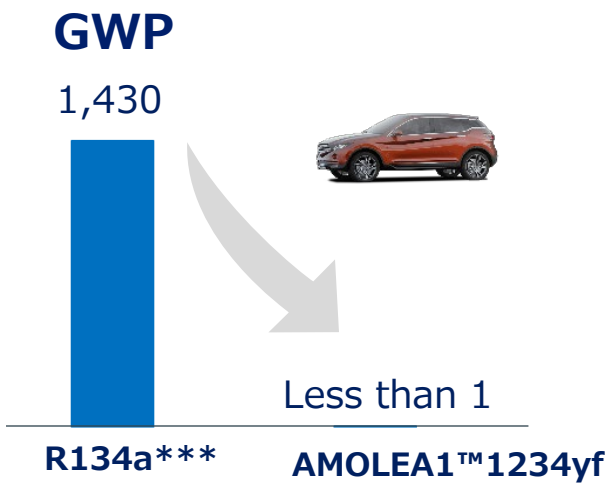
Environment-friendly refrigerant/solvent: AMOLEA™ series

- Sells new environment-responsive refrigerant/solvent with extremely low global warming potential (GWP*)
- Contributes to the prevention of global warming

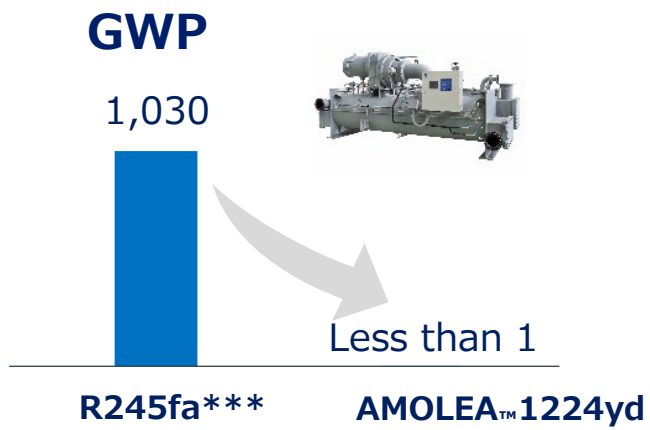
Target market**



Refrigerant for car air conditioning



Refrigerant for turbo-type refrigerating machines

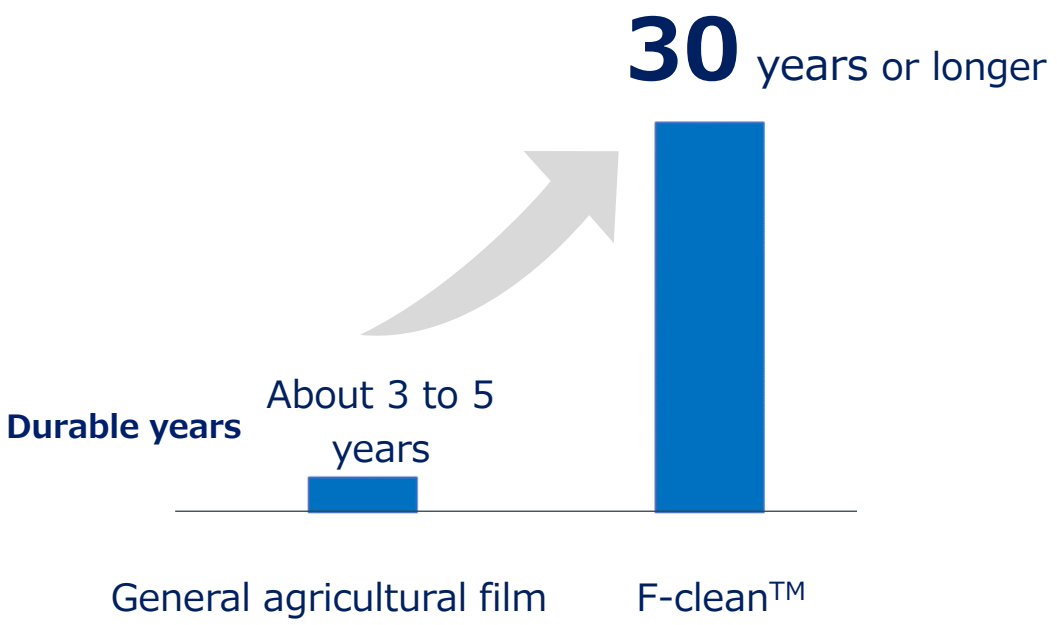


*GWP: Global Warming Potential **AGC's estimate as of 2020 ***Existing products

Greenhouse film: F-clean™

- Contributes to reduction of plastic waste thanks to its long life
- Contributes to improvements in the productivity and quality of agricultural products thanks to its high light transmittance

Case of adoption in greenhouse



Fluoropolymer resin for coatings: Lumiflon™

- Decreases the frequency of repainting and contributes to the reduction of CO_2 emissions in the life cycle thanks to its high weather resistance
- Has actually been used in various cases from buildings to transport equipment for 40 years since its release

Pearl River Tower
(China)

Akashi Kaikyo Bridge
(Japan)

Ferrari World Abu Dhabi
(U.A.E.)

Net zero carbon goal in 2050

- Expected to achieve the CO_2 reduction target set in 2014
- Continue to focus on reducing GHG through products and technologies
- Aim to achieve net zero carbon in 2050

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)

GHG emissions and breakdown by Scope (2020)

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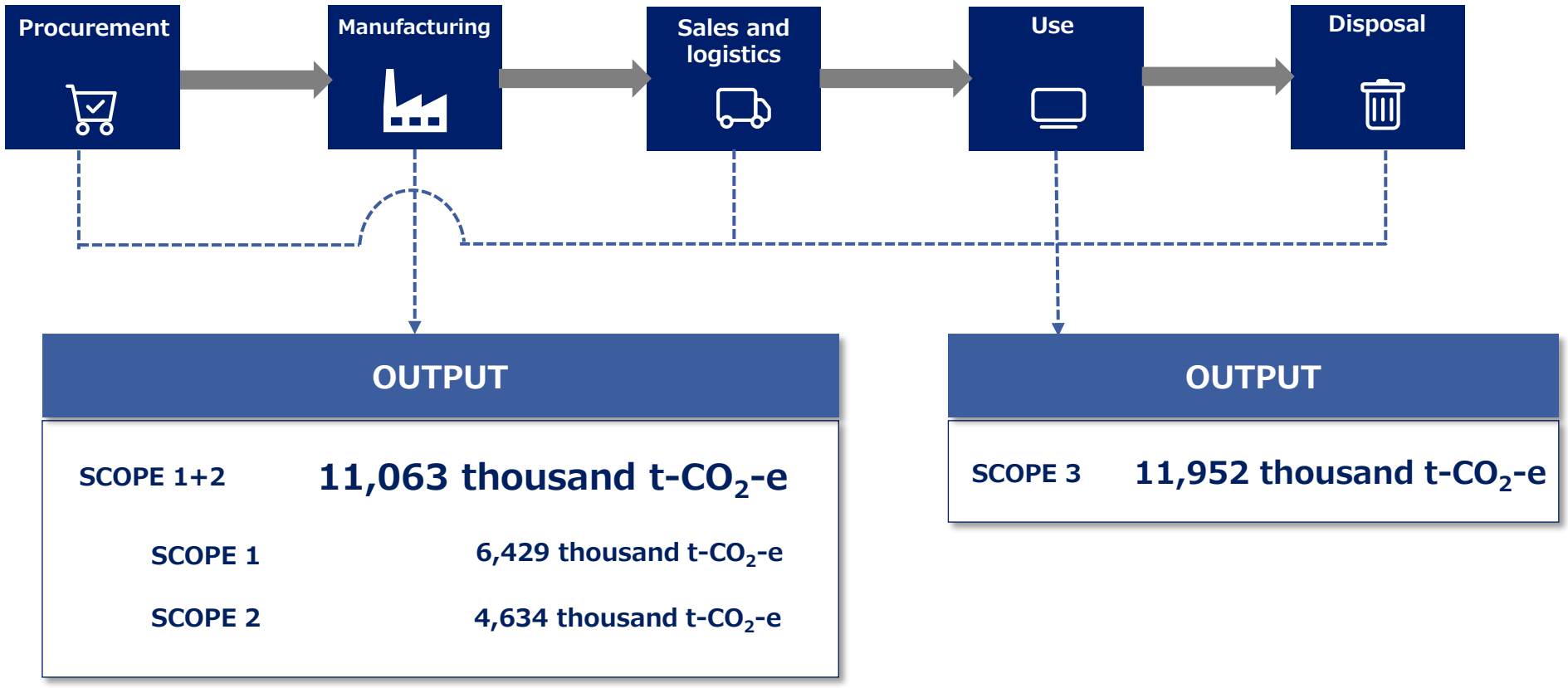
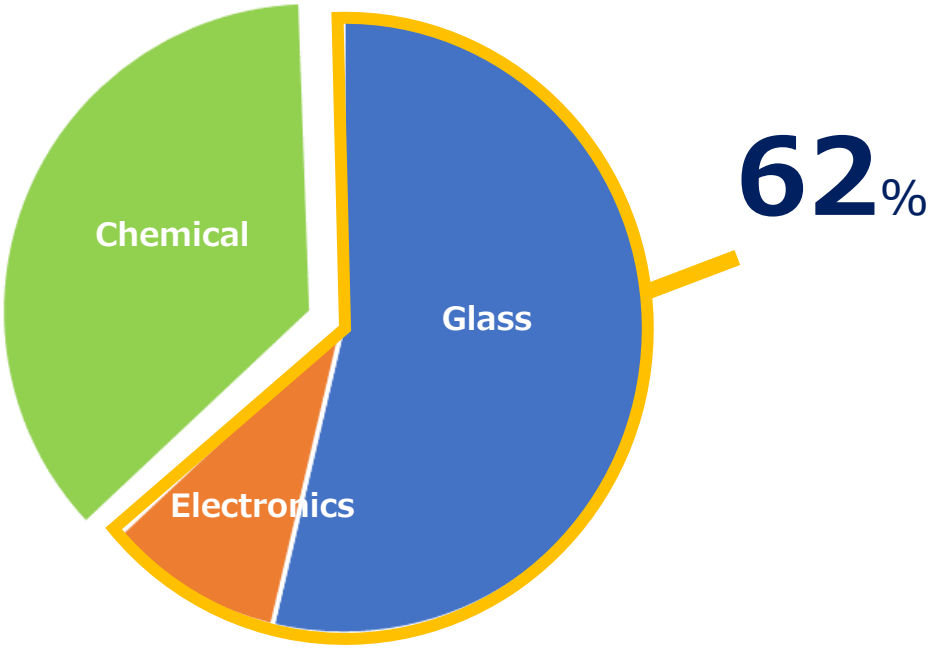
- **Up to 2020, activities focused mainly on the reduction of Scopes 1 and 2**



Breakdown by Scope 1 segment

- The emission source that accounts for the majority of Scope 1 is the float glass melting furnace of the glass and electronics segments
- The major emission source of the chemicals segment is the non-utility generator



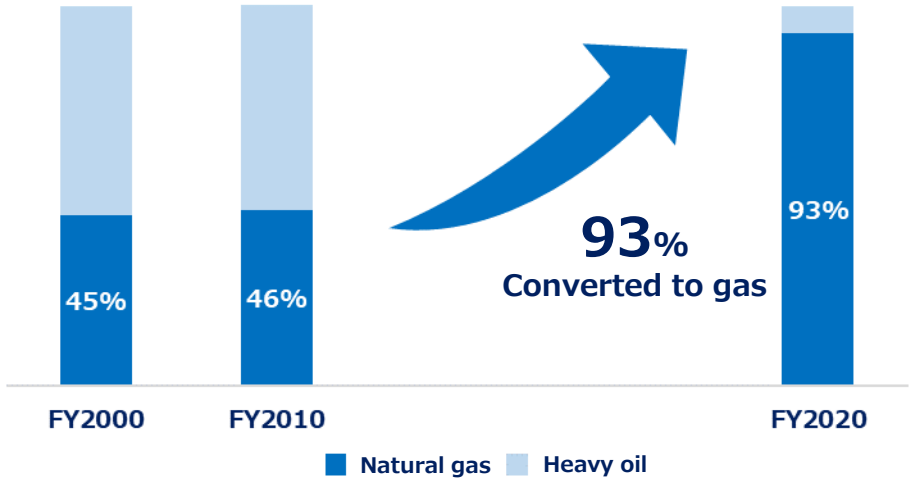
Scope 1	
Scope 1 total	**6,429 thousand t-CO_2-e**
● Glass	3,374 thousand t-CO_2-e
● Electronics	614 thousand t-CO_2-e
● Chemicals	2,404 thousand t-CO_2-e

Activities for reduction of GHG emissions (Scope 1)

Glass melting process innovation

- Promote fuel conversion to natural gas whose CO_2 emissions caused by combustion are about 20% less than heavy oil
- Develop top-rated energy-saving glass manufacturing technologies in the world

Fuel conversion of glass furnaces*



Energy-saving glass manufacturing technologies

Glass melting technology

- Introduction of the oxygen combustion method
- Introduction of the electric booster for melting
- Accelerate electrification of melting heat sources

and

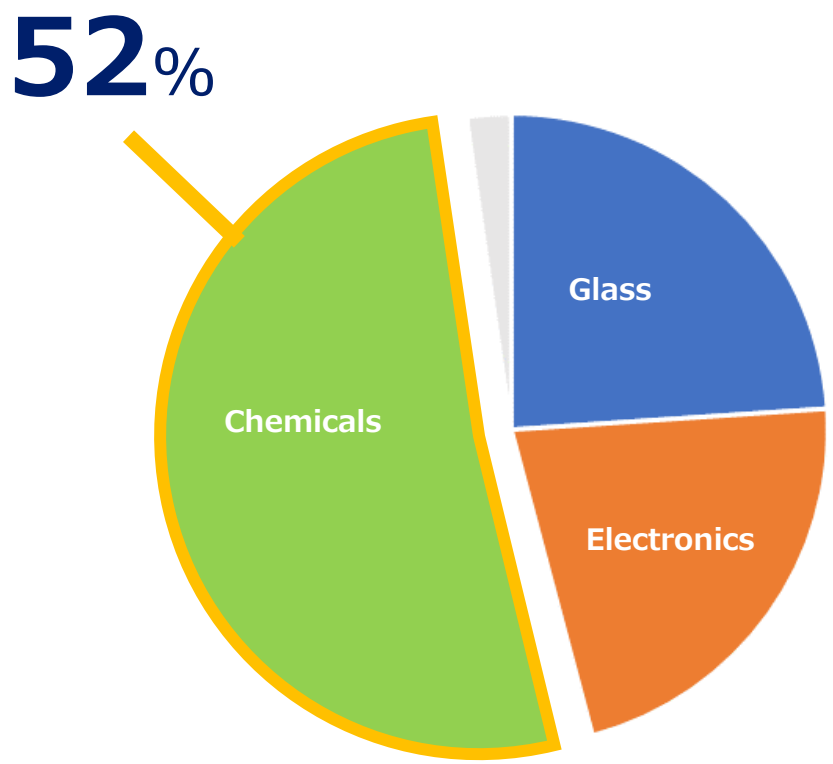
Ceramics heat insulation technology

*Including the float furnaces of architectural glass, automotive glass, and glass for displays

Breakdown by Scope 2 segment

- **The main emission source of Scope 2 is the chlor-alkali electrolysis facility of the chemicals segment**

Scope 2	
Scope 2 total	**4,634 thousand t-CO_2-e**
● Glass	1,103 thousand t-CO_2-e
● Electronics	1,029 thousand t-CO_2-e
● Chemicals	2,409 thousand t-CO_2-e



Activities for reduction of GHG emissions (Scope 2)

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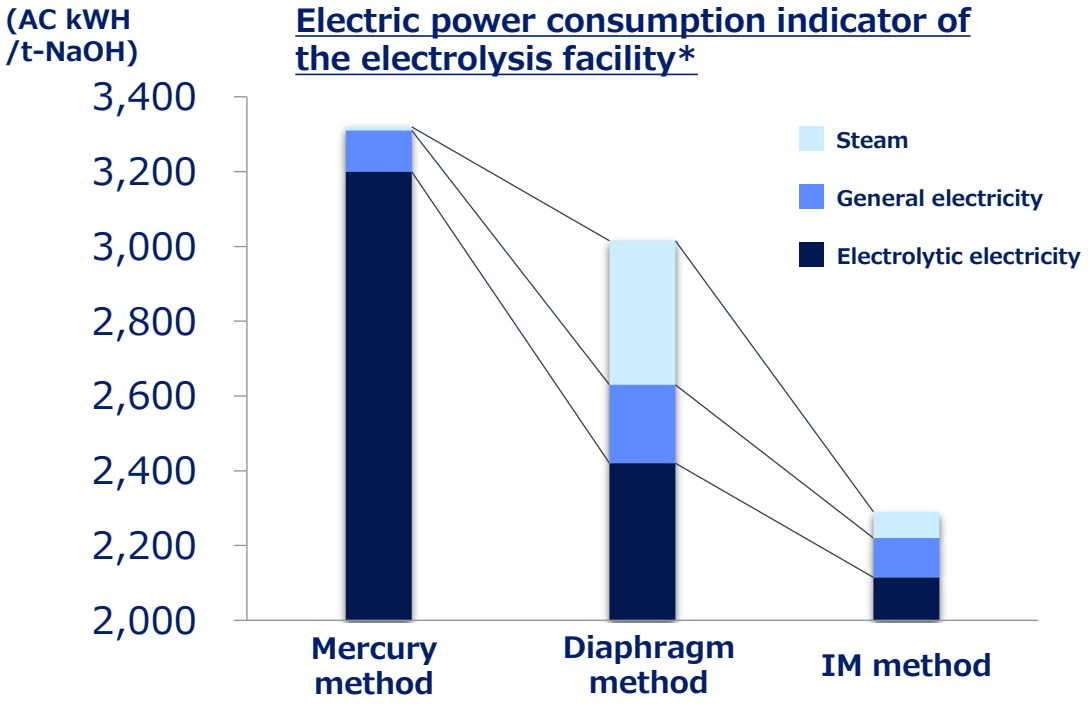
Chlor-alkali electrolysis facility

- In 1975, AGC developed "ion-exchange membrane method (IM method)," whose environmental impact is extremely low (first in the world)
- The IM method greatly reduced the electric power consumption indicator
- AGC started the sales of the ion-exchange membrane Flemion™ and it contributed to the reduction of environmental impact of the industry

Electric power consumption indicator of the electrolysis facility*

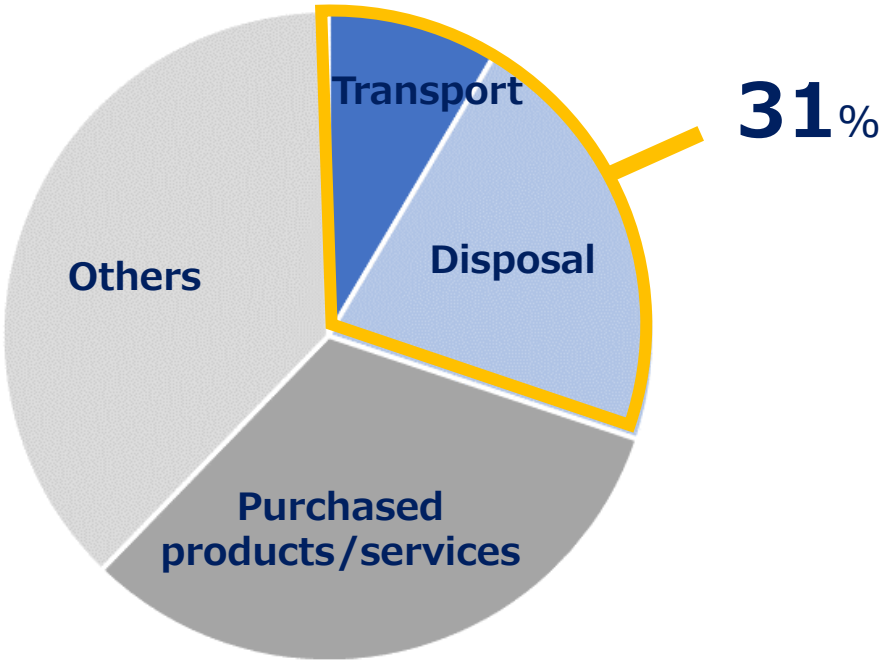


	Manufacturing caustic soda concentration [wt%]	Impacts on the environment and health
Mercury method	50	Concern of wastewater pollution by mercury
Diaphragm method	12	Concern of pneumoconiosis and mesothelioma**
IM method	32	Pollution-free/safe

*When manufacturing 48%liquid caustic soda **the diaphragm process which use asbestos

Breakdown by Scope 3 segment

- **In terms of the amount of emissions, Purchased Products/Services is followed by Disposal and Transport**



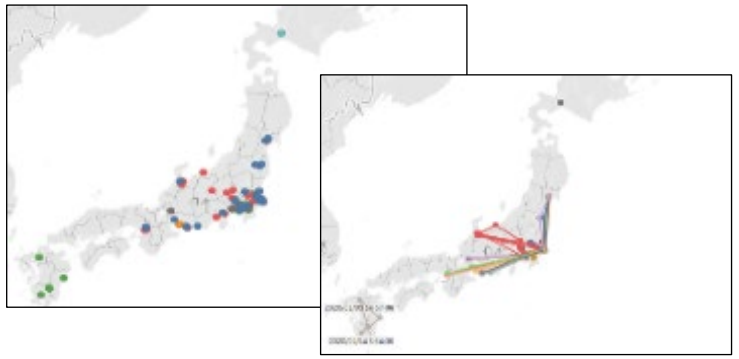
Scope 3	
Scope 3 total	**11,952 thousand t-CO_2-e**
● Transport	1,102 thousand t-CO_2-e
● Disposal	2,581 thousand t-CO_2-e
● Purchased products/services	3,921 thousand t-CO_2-e
● Others	4,348 thousand t-CO_2-e

Activities for carbon net zero (Scope 3)

IoT for glass transport pallets

- Pallet IoT system for the pallets used for the transportation of glass
- Improve the transport efficiency with the transport plan reflecting pallet location information
- Reduce the CO_2 emitted during product transport by about 5%

Installed a logistics tracker in 1,400 large pallets



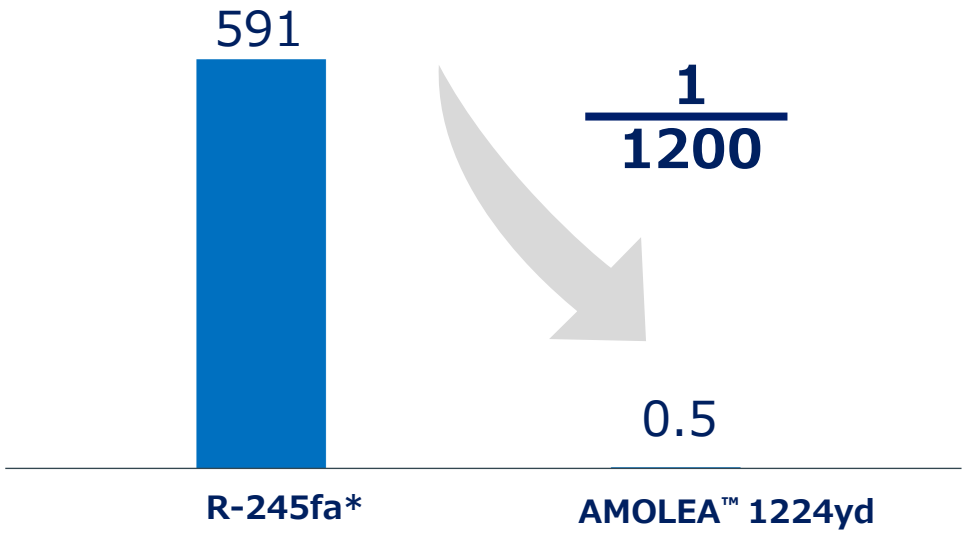
Visualized location information, movement histories, and retention information

Activities for carbon net zero (Scope 3)

New environment-friendly Refrigerant AMOLEA™ series

- Environmental regulations led to the dissemination of refrigerants with low global warming potential
- The CO_2 emissions of AMOLEA™ at the time of product disposal are extremely small
- Shift to AMOLEA™ contributed to a significant reduction in CO_2 emissions at the time of disposal

GHG emissions at the time of disposal
(t-CO_2/ton)

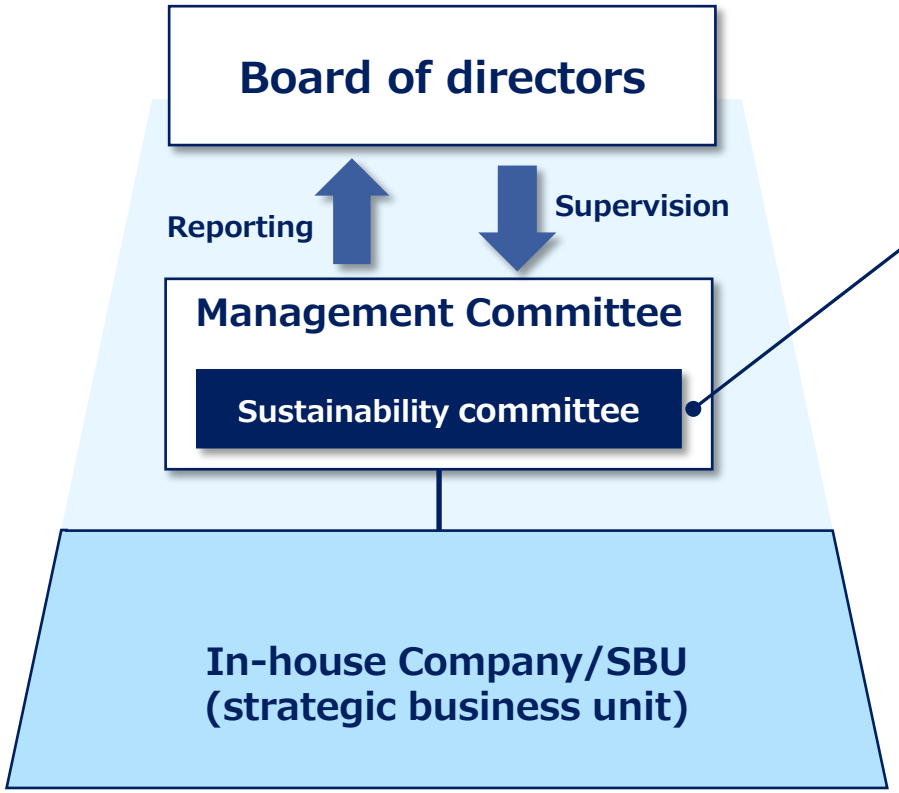


*Existing products

4. Closing

For the promotion of sustainability management

- Set up the sustainability promotion division in the Corporate Planning General Division, which formulates Group-wide strategies
- The sustainability committee is in charge of decision-making and progress management of non-financial targets as an advisory body for the President & CEO



Overview of the sustainability committee

Set up:	2005*
Chairperson:	CEO
Office:	Corporate Planning General Division Sustainability promotion division
Attendees:	CFO, CTO, and all division managers
Holding frequency:	Four times a year

*Set up as the CSR committee. Sustainability committee since 2021

The AGC Group's Long-term management strategy Vision 2030

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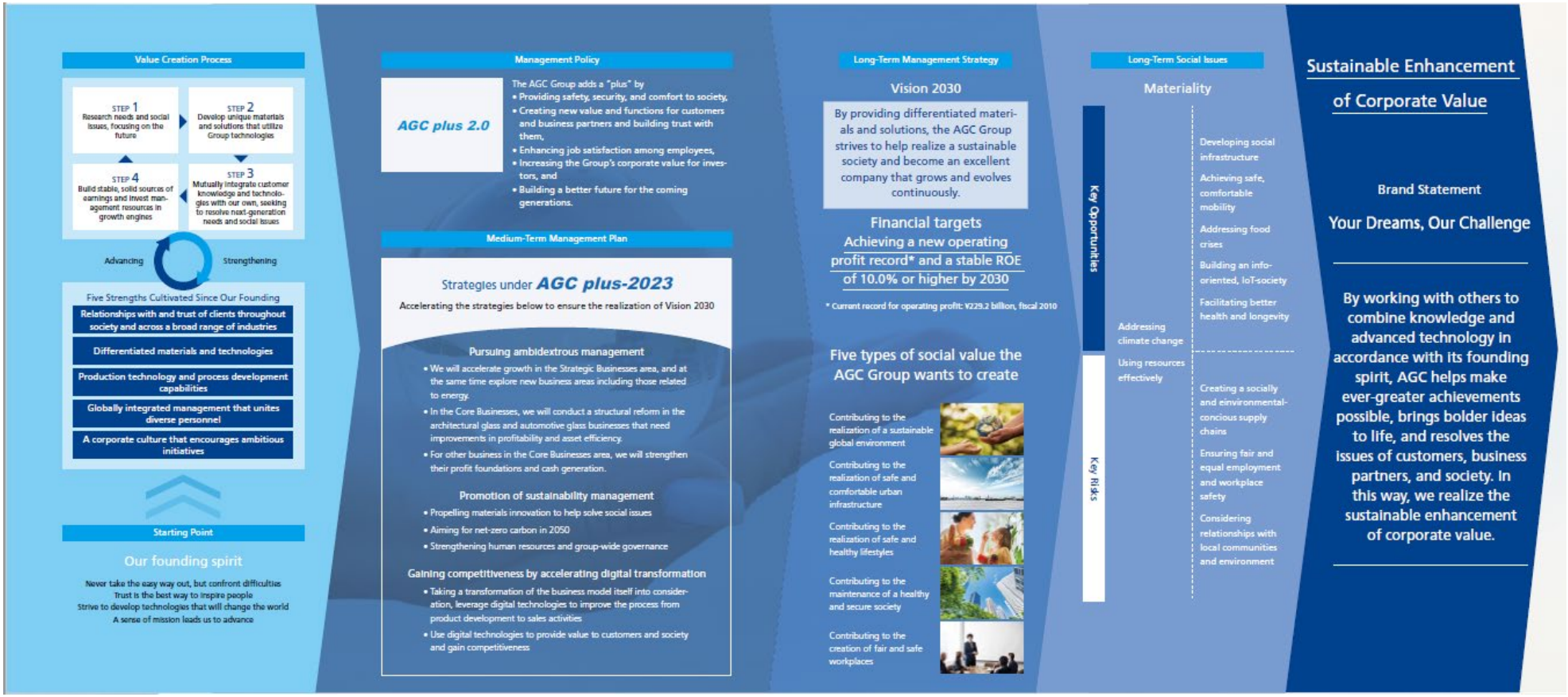
By providing differentiated materials and solutions, AGC strives to help realize a sustainable society and become an excellent company that grows and evolves continuously.

5. Appendix

AGC's value creation model



History of AGC's corporate governance

We have been developing a corporate governance system

2002
- Clearly separate the oversight functions and the management functions

2016
- Formulated the basic policy for corporate governance

Board of directors

2002
- Reduced the number of directors from 20 to 7
- Invited (initially two) outside directors

2005
- Increased the number of outside directors to 3 from 2

2011
- Elected the chairperson of the Board of Directors from outside directors

2015
- Started evaluating the effectiveness of the board of directors

2019
- Used an external institution to evaluate the effectiveness of the board of directors

Nominating committee Compensation committee

2003
- Set up voluntary nominating and compensation committees

2017
- Elected the chairpersons of the nominating and compensation committees from outside directors

Executive officers

2002
- Introduced the executive officer system

Compensation system

2007
- Introduced stock option as compensation

2018
- Replaced stock option as compensation with a new stock-based compensation system

Transition of the CG code

2015
- At least two independent outside directors are full-time (revised listing regulations based on the CG code)

2018
- Set up independent discretionary organizations including voluntary nominating and compensation committees composed mainly of independent outside directors under the board of directors (revised listing regulations based on the CG code)

History of the AGC Group's environment protection initiatives

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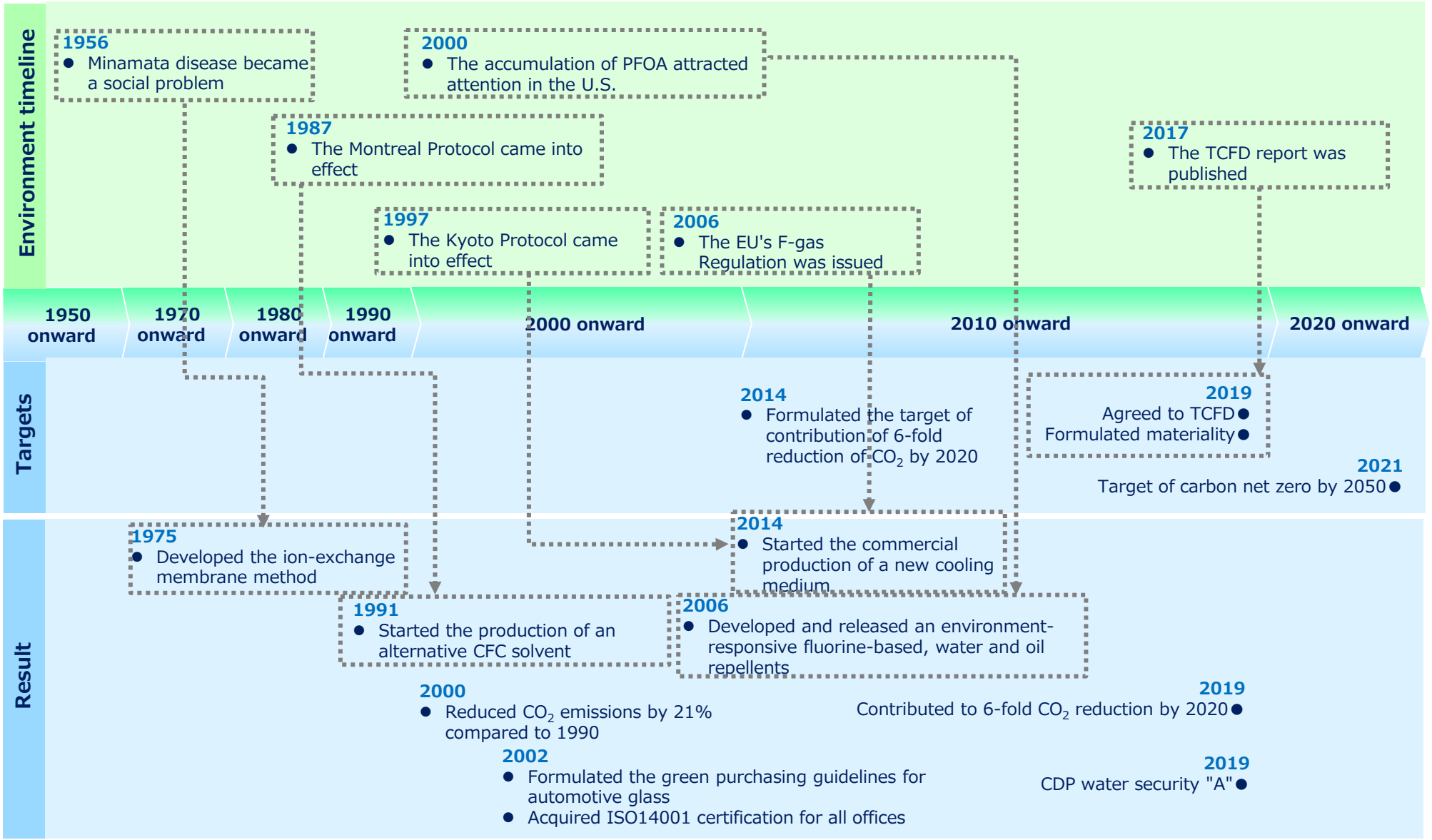

Sustainability: Products and technologies to create social value

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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.		
Addressing food crises	Agrochemical active ingredients/intermediates, film for agricultural green houses	Contributing to the realization of safe and healthy lifestyles	
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

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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	7 エネルギーをみんなに そしてクリーンに 12 つくる責任 つかう責任 13 気候変動に具体的な対策を
Contributing to the maintenance of a healthy and secure society	5 ジェンダー平等を実現しよう 10 人や国の不平等をなくそう 16 平和と公正をすべての人に 17 パートナーシップで目標を達成しよう
Contributing to the creation of fair and safe workplaces	3 すべての人に健康と福祉を 8 働きがいも経済成長も

External Evaluations

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FTSE4Good Index Series

FTSE Blossom Japan Index

Nadeshiko Brand
as a company that excels in promoting the advancement of women

NIKKEI Smart Work Awards 2021 Special Jury Prize

“White 500” Company
in recognition of initiatives to promote strategic health management for its employees

EcoVadis Supplier Evaluations
PLATINUM rated for the Kashima plant
GOLD rated for the Chiba plant and AGC Pharma Chemicals

Derwent Top 100 Global Innovator 2021

Noteworthy DX Company for 2021
in recognition of digital transformation efforts

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END

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