

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



“Look Beyond”

“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”.

We will continue to

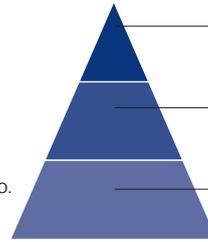
“Look Beyond” Anticipate and envision the future,

“Look Beyond” Have perspectives beyond our own fields of expertise,

“Look Beyond” Pursue innovations, not becoming complacent with the status quo.

We will continue to create value worldwide, demonstrating the vast potential of the Group’s entire organization.

Structure and elements of “Look Beyond”



Our Mission

“Our Mission” expresses the value that the Group should offer to the world, and represents the reason why the AGC Group exists.

Our Shared Values

“Our Shared Values” expresses the key ideas that all AGC Group members must share as the basis for every action we take.

Our Spirit

This founding spirit is precisely the ‘AGC spirit’ that has been handed down from generation to generation and shared by all Group members.

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.

Message from the President and CEO

The AGC Group's history began more than a century ago, when we took on the challenge of manufacturing the first flat glass in Japan with a view to contributing 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, automotive and electronics sectors. After the launch of its business operations in India in the 1950s, the Group has expanded its business throughout Asia, Europe, North America, South America and the Middle East, and its employees around the world have been striving for the development of the local economy and society in each region. The fundamental principle of our business is to contribute to society through our unique

materials and solutions developed using the Group's expertise and technologies.

In recent years, the business environment surrounding the Group has been changing drastically. Amidst such a volatile environment, the AGC Group's **AGC plus** management policy serves as a reminder of AGC's fundamental principles that the Group's officers and employees should follow as they provide added value to all stakeholders. In addition, we also formulated our long-term vision called Vision 2025 and a long-term management strategy to achieve it under AGC plus. We aim to be a highly profitable, leading global material provider as the Group's Core Businesses serve as a solid revenue base and its Strategic Businesses become a growth driver to generate further profits.

Through Diverse Technologies, the AGC Group Offers Solutions that Contribute to People's Lives Worldwide.

The AGC Group will continue innovating and offering new solutions that are indispensable to society. 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

The AGC Group's Management Policy

AGC plus

The AGC Group adds a "plus" by:

- Providing safety, security and comfort to society;
- Creating new value and functions for customers and business partners and building trust with them;
- Enhancing job satisfaction among employees; and
- Increasing the Groups' corporate value for investors.

Takuya Shimamura

Representative Director,
President and Chief Executive Officer



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.

Basic policy to achieve our goals under "Vision 2025"

1. Always look from market perspective, respond to customers' needs, and continue building trust with them.
2. Achieve sustainable growth in both Core and Strategic Businesses by boldly pursuing strategic M&A opportunities along with the organic growth approach.
3. Take advantage of high growth in Asia by leveraging regional operations and strategic actions in the geographical area covering from Southeast Asia through the Middle East.
4. Concentrate the Group's management resources into the business fields that have high earnings/growth potential and achieve the business structure with improved asset efficiency.

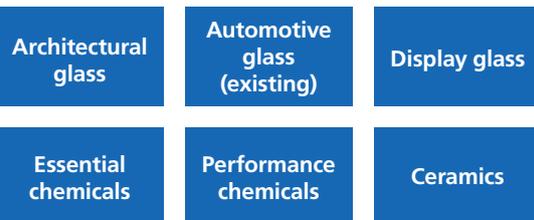
"Vision 2025"

By 2025, the AGC Group's Core Businesses will serve as solid sources of earnings, and Strategic Businesses will become growth drivers and lead further earnings growth.

In 2025, the AGC Group will continue being a highly profitable, leading global material and solution provider.

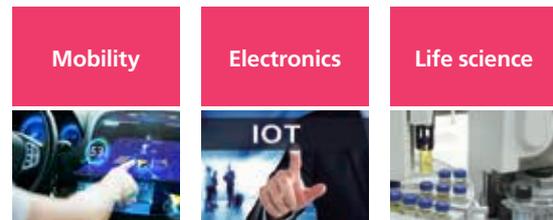
Core Strategy 1 Core businesses

Establishing long-term, stable sources of earnings through the portfolio management



Core Strategy 2 Strategic businesses

Establishing highly profitable businesses through expansion of high value-added businesses



The AGC Group's competitive advantages

Wide-ranging customer base

Varieties of material technologies in the field of glass, electronics, chemicals and ceramics

Production technology development capability and operational excellence

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

Business	Basic strategy
Architectural glass	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • Respond to needs for more advanced functions and performance amid the expansion of the Eco-friendly vehicles and automated driving systems
Display glass	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Further strengthen the business foundation of Chlor-alkali business in Southeast Asia
Performance chemicals	<ul style="list-style-type: none"> • Take advantage of the global demand increase in high performance materials for the growth of the fluorochemicals business
Ceramics	<ul style="list-style-type: none"> • 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



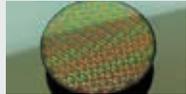
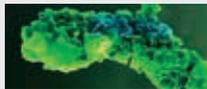
Core Strategy 2 Strategic businesses

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 smartphones 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 density of data storage. 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	Targeted markets	Changes in the market trends	The AGC Group's solutions
<ul style="list-style-type: none"> • Evolution of transportation infrastructure • Everything can be connected • Anyone can be connected anytime • Aging society • Increase of global population • Greater safety, security, comfort 	<p>Mobility</p>	<ul style="list-style-type: none"> • Advancement in drive assist system, and innovation in automatic driving and transportation infrastructure • Connecting moving vehicles and society, and safety/security/comfort 	 <p>Using spaces as displays</p>  <p>Next-generation communication antennas</p>  <p>Supply parts and materials for eco-friendly vehicles</p>
	<p>Electronics</p>	<ul style="list-style-type: none"> • Everything connects with each other and safety/security/comfort • Advancement of data entry devices (cameras, sensors) • Higher-speed communications, increased density of data storage 	 <p>Sales promotion of blue filters for CMOS / CCD for cameras</p>  <p>Finer, more advanced semiconductors</p>  <p>Sales promotion of consumer materials used for semiconductor manufacturing processes</p>
	<p>Life science</p>	<ul style="list-style-type: none"> • Longevity and World's population increase • Pursuing safety and security 	 <p>Contract Development & Manufacturing Organization (CDMO) business</p>  <p>Working on synthetic pharmaceutical & agrochemical business with world's major pharmaceutical/agrochemical companies</p>  <p>Acquired overseas bases and mammalian CDMO through M&As in biopharmaceutical business</p>

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 management 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**.

In 2016, the Group increased production capacity and acquired local companies in Southeast Asia, where demand for polyvinyl chloride (PVC), architectural coating glass and other products is growing alongside economic development. In addition, the Group started operation of an architectural coating glass plant in Saudi Arabia and also acquired a biopharmaceutical contract manufacturer based in Europe.

In 2017, the final year of the medium-term management plan, the Group will aggressively implement strategic initiatives and accelerate its re-growth toward the realization of Vision 2025. In its Core Businesses, the Group intends to establish a long-term stable sources of earnings through the expansion of high-performance, high value-added products. In its Strategic Businesses, the Group will aim for further growth by placing a greater focus on developing products for car-mounted displays and next-generation semiconductor manufacturing process components, in addition to global development of the biopharmaceutical and manufacturing contract business.

Major Industry Investments in Recent Years

● Glass ● Electronics ▼ Chemicals

2015	<ul style="list-style-type: none"> ● Acquired "NordGlass", a manufacturer of automobile replacement glass (Poland) ● Started operation of a new automotive glass plant (Mexico)
2016	<ul style="list-style-type: none"> ● Increased Low-E glass production capacity by 50% (Thailand) ● Started operation of a coating glass plant (Saudi Arabia) ▼ Doubled the PVC production capacity of PVC (Indonesia) ▼ Increased PVC production capacity by 50% (Vietnam) ▼ Acquired "Biomeva," a contract manufacturer of biopharmaceuticals (Germany)
2017	<ul style="list-style-type: none"> ■ Relocated LCD float furnace from Japan (China) ▼ Acquired "Vinythai," a manufacturer / sales company of chemicals products (Thailand) ▼ Acquired CMC Biologics, a contract manufacturer of biopharmaceuticals (Denmark, USA)

Progress Under the Medium-term Management Plan, **AGC plus-2017**

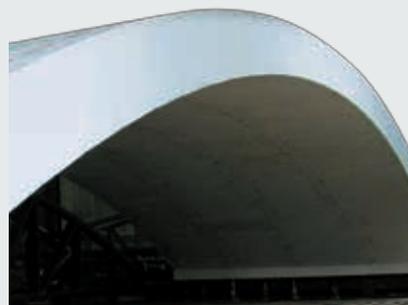


Overview of the AGC Group

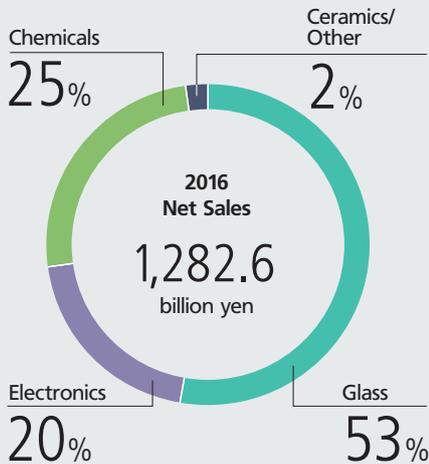
The AGC Group Creates New Value in the Fields of Glass, Electronics, Chemicals and Ceramics.

The AGC Group's business extends into four fields: glass, electronics, chemicals and ceramics. Through world-leading technologies and expertise the Group has developed over more than a century of technological innovation, it provides a diverse lineup of products for customers across a wide range of industries. From architectural glass and automotive glass and extending to 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.

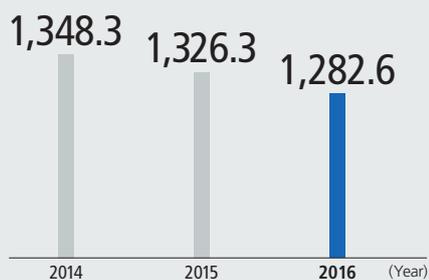
Business Segment (As of the end of December 2016)



Sales Ratio¹



Sales Trends (Billion yen)



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 2016)

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

1,186,705,905 shares

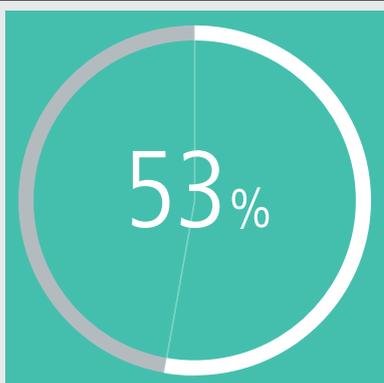
Employees

50,963 (consolidated),
6,024 (non-consolidated)

Consolidated Group Companies

204 (165 overseas)

Sales Ratio¹



Sales Trends² (Billion yen)



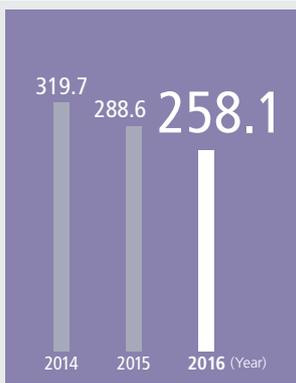
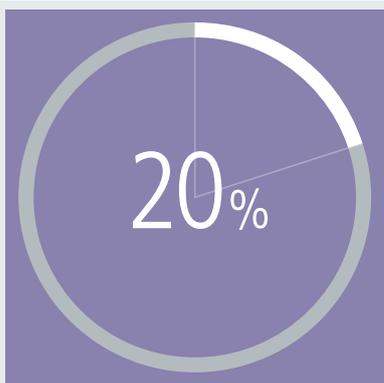
Main Businesses and Fields/Main Products

Architectural glass

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

Automotive glass

- Tempered automotive glass
- Laminated automotive glass



Display

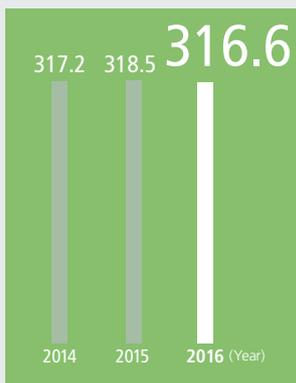
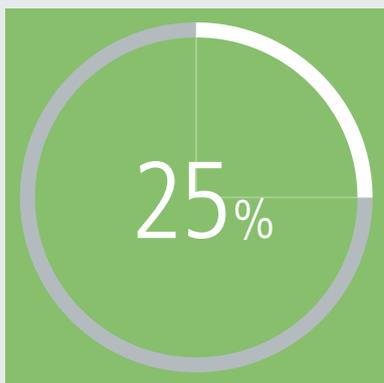
- Glass substrates for TFT-LCDs

Electronic materials

- CMOS/CCD blue filter
- CMP slurry
- 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 photovoltaic devices

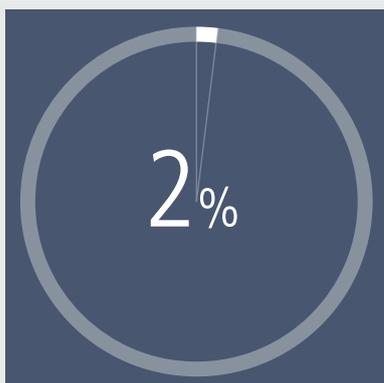


Chlor-alkali and urethane

- Polyvinyl chloride
- Vinyl chloride monomer
- Caustic soda
- Urethane materials

Fluorochemicals and specialty chemicals

- Fluoropolymers/films
- Water and oil repellents
- Pharmaceutical and agrochemical intermediates and active ingredients
- Iodine-related products



Ceramics

- Refractory materials
- Fine ceramics
- Sputtering targets

Logistics/Engineering

² 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.

Major Products

● Glass ■ Electronics ▼ Chemicals ◆ Ceramics/Other

Supporting Mobility

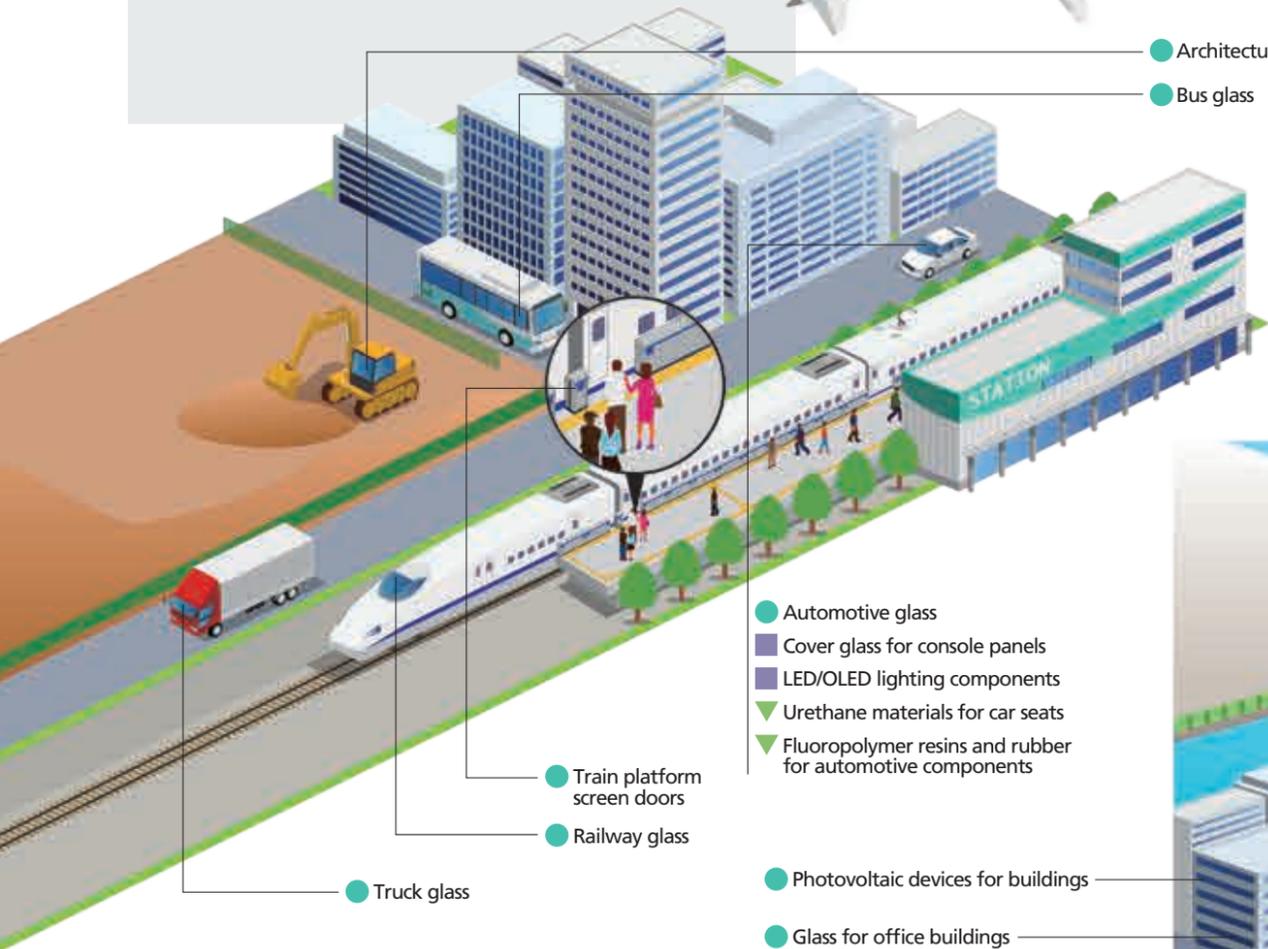
Beginning with lightweight, high-function automotive glass, the AGC Group provides a wide range of products that are vital to transportation equipment.



▼ Fluoropolymer resin for coatings

● Architectural glass

● Bus glass



- Automotive glass
- Cover glass for console panels
- LED/OLED lighting components
- ▼ Urethane materials for car seats
- ▼ Fluoropolymer resins and rubber for automotive components

● Train platform screen doors

● Railway glass

● Truck glass

● Photovoltaic devices for buildings

● Glass for office buildings

● Laminated safety glass for public facilities

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.



▼ Fluoropolymer resin for coatings

▼ Fluoropolymer resin for coatings

▼ Fluoropolymers for membrane structures (films)

◆ Ceramic material for road surfaces (heat shielding/anti-skid)

■ LED/OLED lighting components

■ Glass integrated digital signage

● Show window glass

● Insulated glass doors for refrigerated and frozen showcases

● Low-E insulating glass for residential use

■ Glass materials and components for optical equipment

■ Glass substrates for display devices

■ Glass substrates for display devices

■ Glass materials and components for storage devices

■ Optical materials for digital cameras

■ Glass substrates for display devices

■ Cover glass for electronic devices

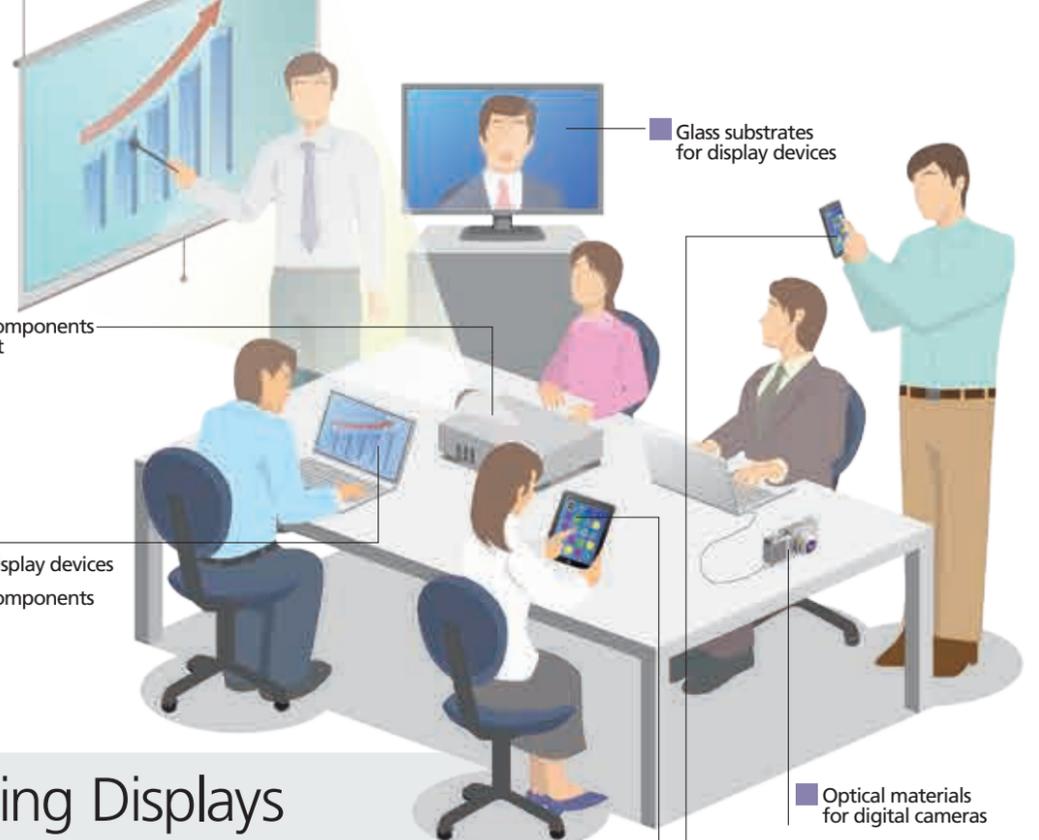
■ Glass materials and components for optical equipment

■ Glass substrates for display devices

■ Cover glass for electronic devices

Supporting Displays and Optical Equipment

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





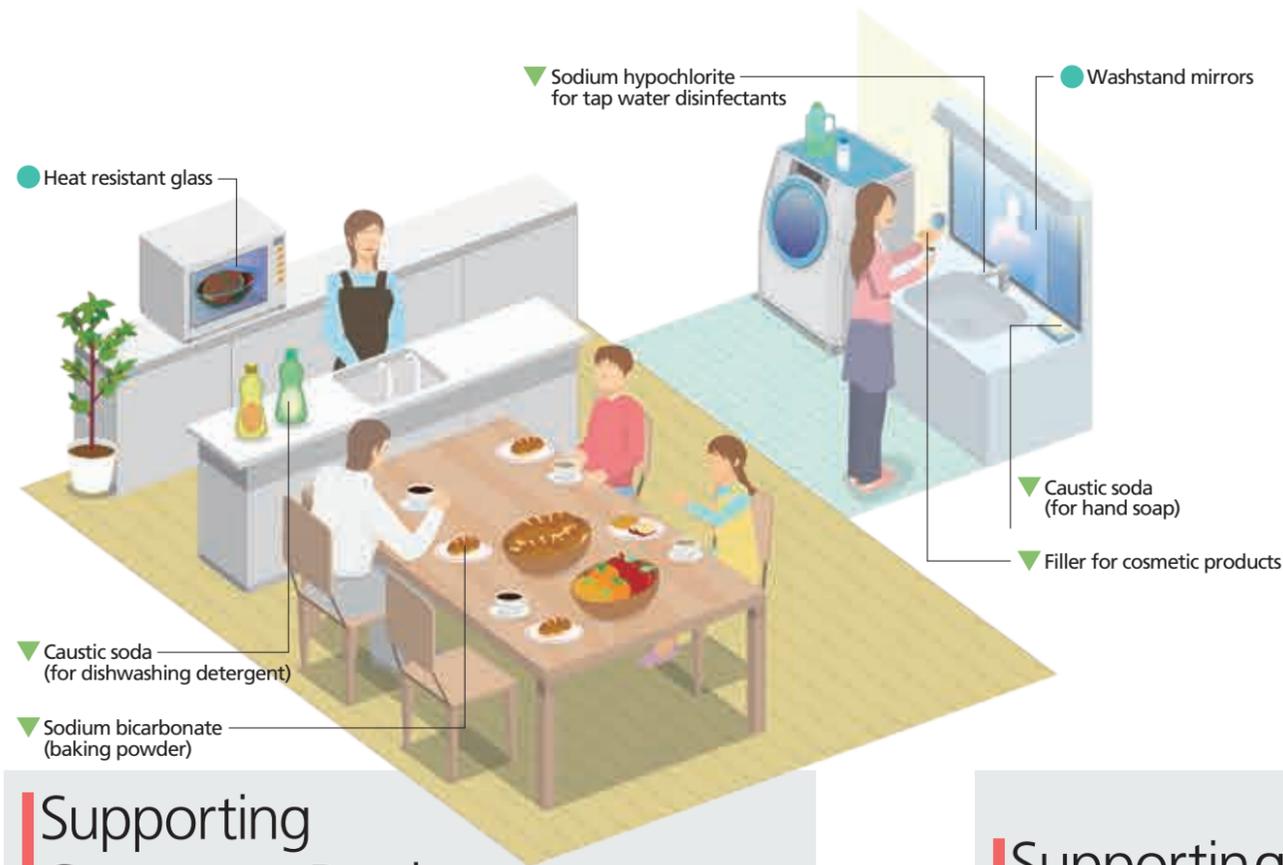
- Cover glass for lightweight photovoltaic module
- ▼ Protective fluoropolymer resin film for photovoltaic devices

■ Fuel cell-related materials

- ▼ Fluoropolymers resin for coatings
- ▼ Fluoroelastomer for petroleum extraction machinery (rubber)
- TCO substrates for photovoltaic devices
- ▼ Glass fiber-reinforced plastic for photovoltaic device frames
- Glass-ceramics substrates for high-power LED lighting
- Fuel cell-related materials
- Materials for lithium-ion battery

Supporting the Environment

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



● Heat resistant glass

▼ Sodium hypochlorite for tap water disinfectants

● Washstand mirrors

▼ Caustic soda (for hand soap)

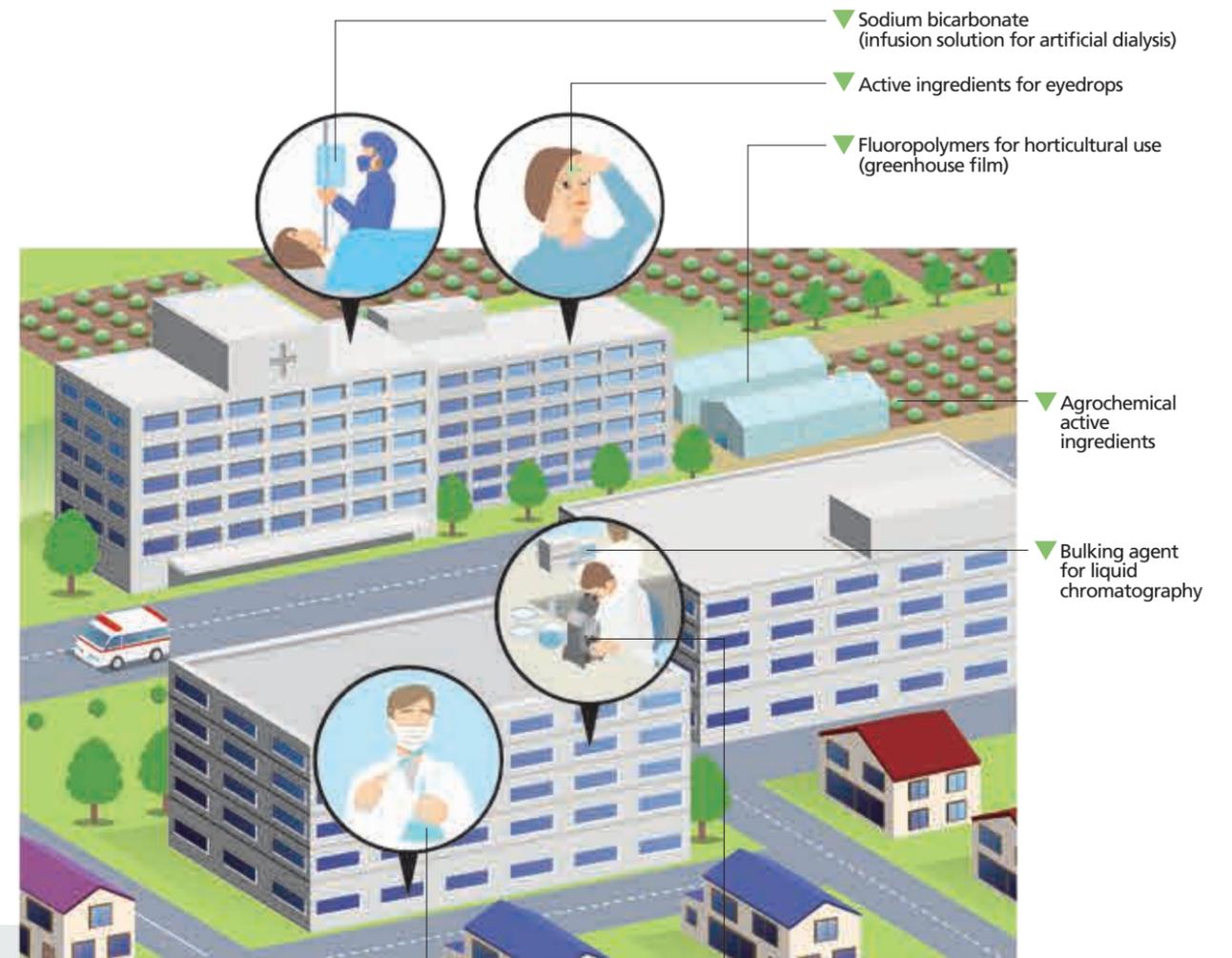
▼ Filler for cosmetic products

▼ Caustic soda (for dishwashing detergent)

▼ Sodium bicarbonate (baking powder)

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.



▼ Sodium bicarbonate (infusion solution for artificial dialysis)

▼ Active ingredients for eyedrops

▼ Fluoropolymers for horticultural use (greenhouse film)

▼ Agrochemical active ingredients

▼ Bulking agent for liquid chromatography

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.

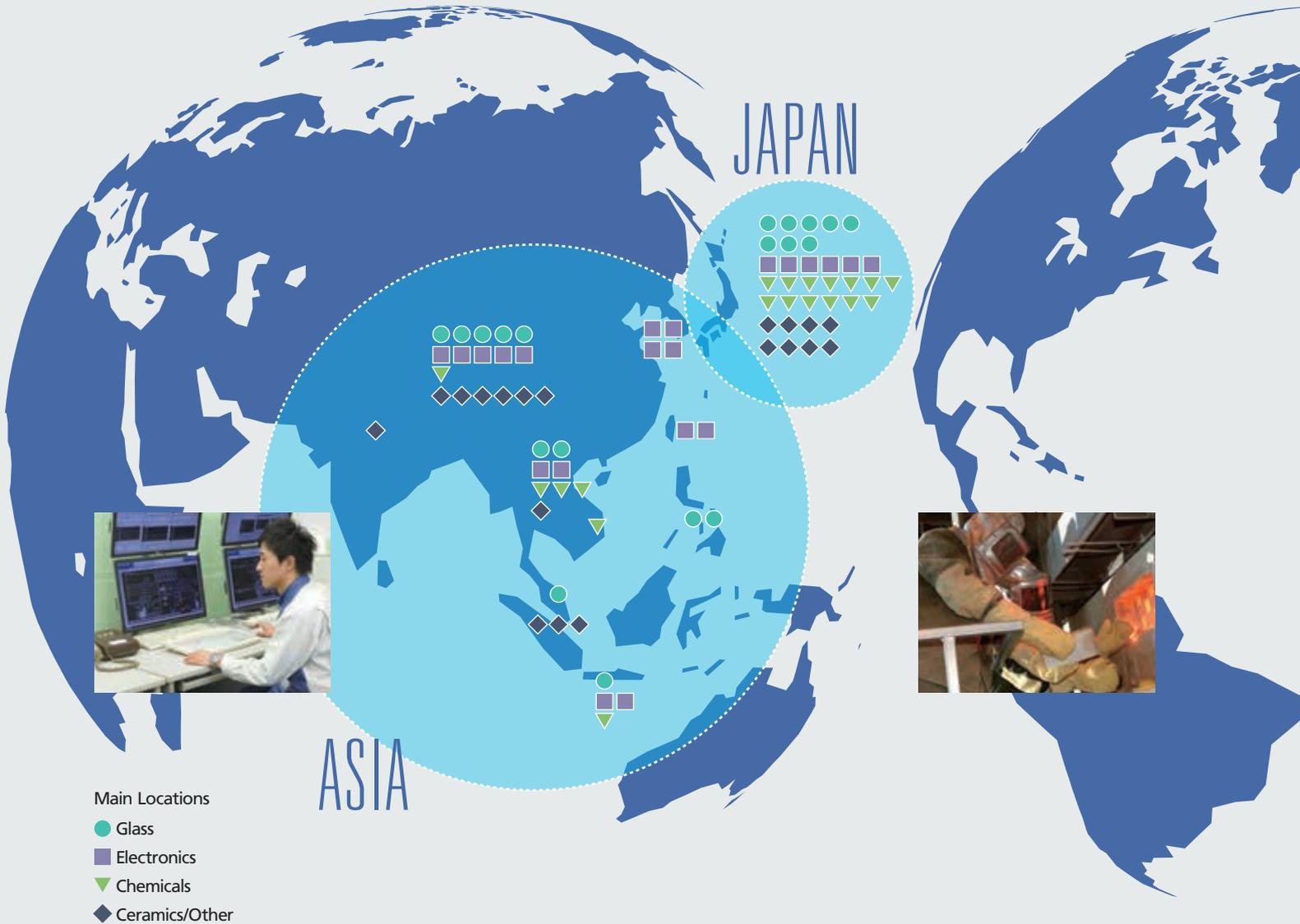
▼ Biopharmaceutical active ingredients

■ Lab use ware

■ Tissue culture ware

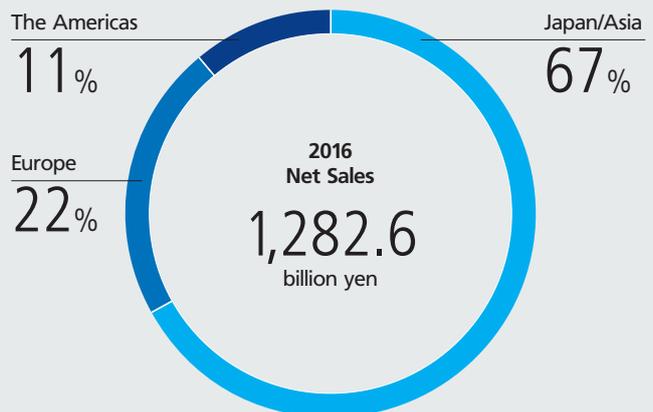
■ Prepared specimens for microscopes

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



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.

Sales Ratio¹ (As of the end of December 2016)



¹ Sales Ratio calculated from sales to external customers.



Japan/Asia



Main Products

- Architectural glass
- Automotive glass
- Display glass
- Electronic materials
- ▼ Chemicals
- ◆ Ceramics/Other

Employees Approximately **30,000**

Europe

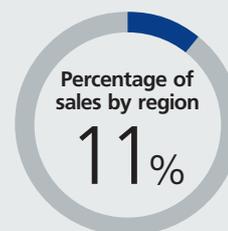


Main Products

- Architectural glass
- Automotive glass
- Display glass
- ▼ Chemicals

Employees Approximately **16,700**

The Americas



Main Products

- Architectural glass
- Automotive glass
- Electronic materials
- ▼ Chemicals

Employees Approximately **4,300**

Business Overview

GLASS

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

Architectural Glass Business

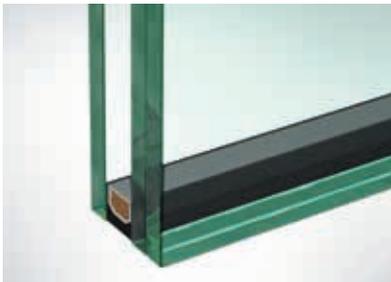
The AGC Group's architectural glass business supplies a wide range of products—such as float glass, fabricated glass, decorative glass and glass for photovoltaic devices—which are tailored to the needs of each region and client. The AGC Group is also committed to the development and sale of functional 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 2016 estimates by AGC)

**Float glass
Global No. 1**



Laminated Low-E (Low emissivity) double glazing glass
Outstanding safety and heat insulation performance



"ATTOCH™" Low-E glass for on-site retrofitting installation
Ideal for remodeling buildings and stores



"Clearsight™" anti-reflective glass
Minimizing light reflections on the glass surface



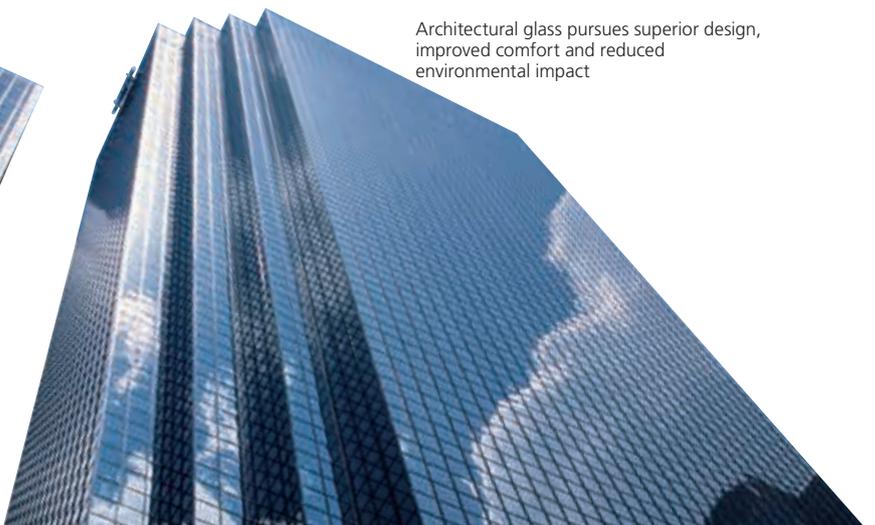
Lacobel™ painted glass for indoor applications
Excellent coloring properties and improved transparency



Madomado™ multi-functional window unit
Adds new features to existing windows



"Sunjoule™" building integrated photovoltaic devices
Glass with integrated photovoltaics



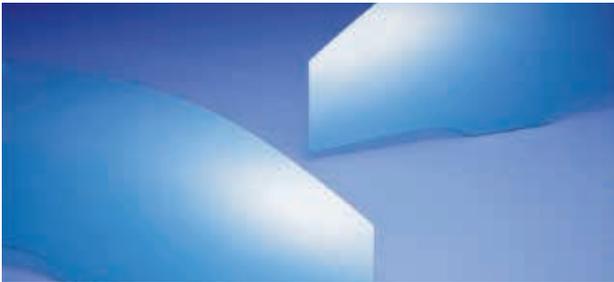
Architectural glass pursues superior design, improved comfort and reduced environmental impact

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.

Market share rankings for main products
(Based on fiscal 2016 estimates by AGC)

Automotive glass
Global No. 1



"Temperlite™" tempered automotive glass
Several times the strength of general-purpose flat glass



"Lamisafe™" laminated automotive glass
Designed with safety in mind, shatterproof even when broken



"UV Verre Premium™" series for automotive glass
A global first!¹ All-around 99% UV cut, providing safety and comfort in the vehicle

¹ AGC survey as of November 2015 (when single-glazed glass is used for everything but the windshield)



Light Control glass "WONDERLITE™"
Contributing to improved in-car comfort and energy conservation



Glass for railroads
Outstanding weather resistance, sound insulation and heat insulation

Automotive glass that pursues superior safety, design sensibility, comfort and environmental performance.



Business Overview

ELECTRONICS

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 glass products for next-generation display devices.

Market share rankings for main products

(Based on fiscal 2016 estimates by AGC)

Glass substrates for TFT-LCDs
Global No.2



Glass substrates for TFT-LCDs
Key materials for displays

Applied Glass Materials Business

The AGC Group 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.



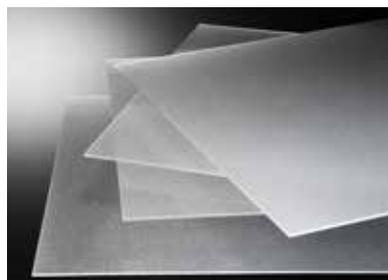
"XCV™" glass for light guide plates
Enabling liquid crystal displays to be made thinner



"Dragontrail™ Pro" specialty glass for chemical strengthening
Cover glass for electronic devices



Glass substrates for touch panels
The world's thinnest electronic device glass



TCO substrates for photovoltaic devices
Improving the power generating efficiency of thin film silicon photovoltaic devices



"Leoflex™" chemically strengthened specialty glass
Used for various applications in architecture, solar cells and more

Electronic Materials Business

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 manu-

facturing 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.

Market share rankings for main products (Based on fiscal 2016 estimates by AGC)

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



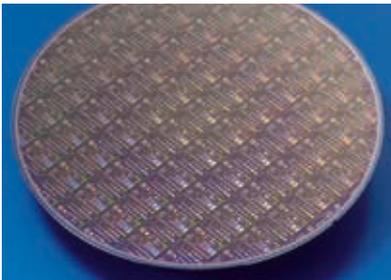
CMOS/CCD blue filter
Enabling image sensors to match the luminosity of the human eye



Synthetic quartz glass
Ensuring high quality in semiconductor processing



"Roiceram™-HS" high-purity SiC jigs
Used for heat treatment and other semiconductor processes



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



Glass frit
Used for electrical insulation, airtight seals, and other applications in various industries



Glass substrates for displays contribute to the continuous evolution of high definition imagery

Business Overview

CHEMICALS

The AGC Group's products and solutions help create an affluent, safe and secure society while promoting environmental conservation.

Chemicals Business

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 prod-

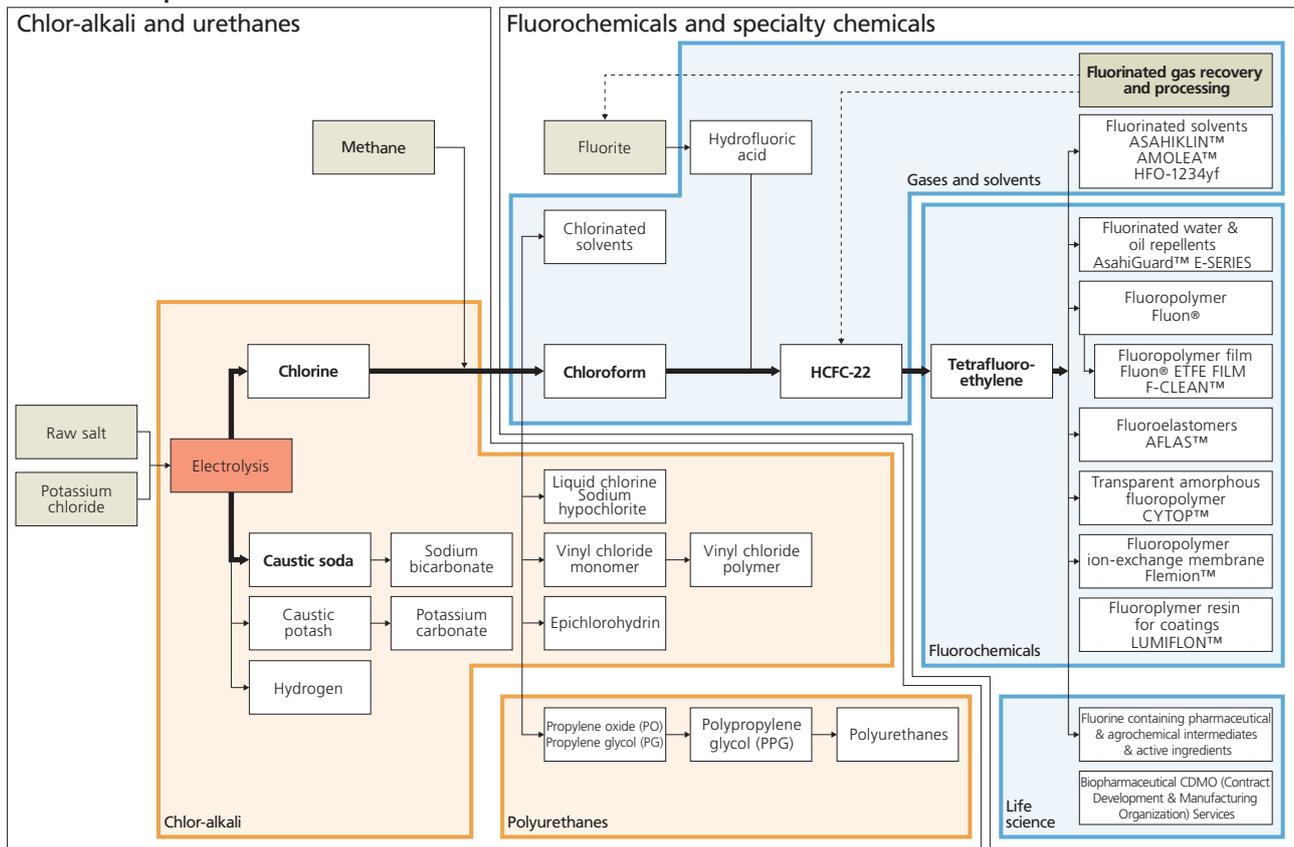
ucts ranging from basic chemicals like caustic soda to highly functional chemicals such as Fluon® ETFE, which holds the number-one global market share for fluorinated resins.

Market share rankings for main products

(Based on fiscal 2016 estimates by AGC)

Fluorinated resins (Fluon® ETFE)
Global No. 1

The AGC Group's Chemical Chain



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.



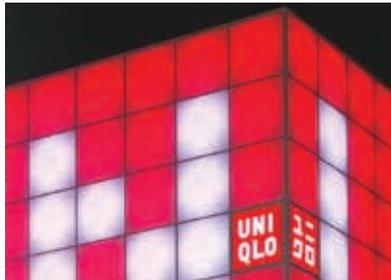
PREMINOL™ high purity and high molecular weight polypropylene glycol
Used widely as an adhesive and sealant



Sodium bicarbonate
Used widely, including medical applications such as dialysis fluid

Fluorochemicals and specialty chemicals

In its fluorine and specialty chemicals business, the AGC Group's fluorochemical 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



"Fluon® ETFE FILM" Fluoropolymer film
Used for a wide range of applications due to its excellent transparency and weatherability



"HFO-1234yf" refrigerant for next-generation vehicle air-conditioners
Helping to reduce environmental load
Photo HFO-1234yf manufacturing plant

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.



"LUMIFLON™" highly weather-resistant fluoropolymer resin for coatings
Used for coating buildings and structures



"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.



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

Business Overview

CERAMICS/ OTHER

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

Ceramics Business

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.



"Tough Coore™" ceramic material for heat shielding pavement
Alleviates heat island phenomenon



"THERMOTECT™" high thermal insulating ceramic furnace materials
Outstanding durability and heat insulation for long-term insulation performance under high temperatures, helping to reduce costs by conserving energy



Castable refractories for industrial furnaces
Supporting stable operations with an extensive lineup

Fused cast refractory bricks for glass melting furnace crown

Products for New Markets

Combining diverse technologies, the AGC Group is creating products with even higher added value for new markets.

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

Infoverre™ digital signage is a brand-new technology comprised of an LCD directly attached on building exterior or interior glass. The AGC Group has enabled non-reflective, clear images that seem to float in the air by applying integrated optical technologies cultivated through its chemicals business. A mount or monitor stand is not necessary, so the signage can be installed without using much space.



Attached 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.

Glascene™ *Transparent glass screen*

Opening Up New Possibilities for Glass Signage 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 when images are not projected. The images can be projected at sizes over 100 inches, from the front or rear of the screen—depending on the Glascene™ screen type.



Glascene™ displays beautiful images while retaining its transparency.



Just ordinary glass when not in use.

For Next-generation Mobility Markets

Making vehicle interiors more comfortable with user-friendly touch panels

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

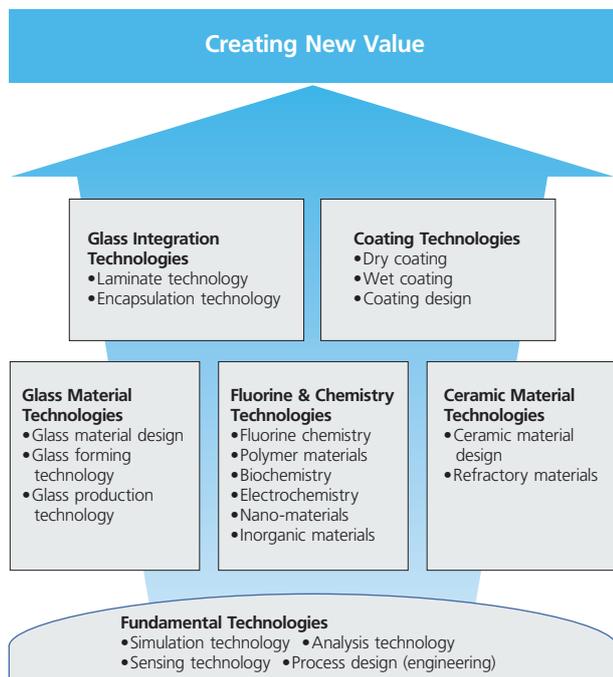
As shown in the following diagram, the AGC Group has accumulated a diverse range of core technologies: glass and ceramic material technologies respond to various needs in society, coating and glass integration technologies add more value to products, and fluorine and chemistry technologies are used for 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.

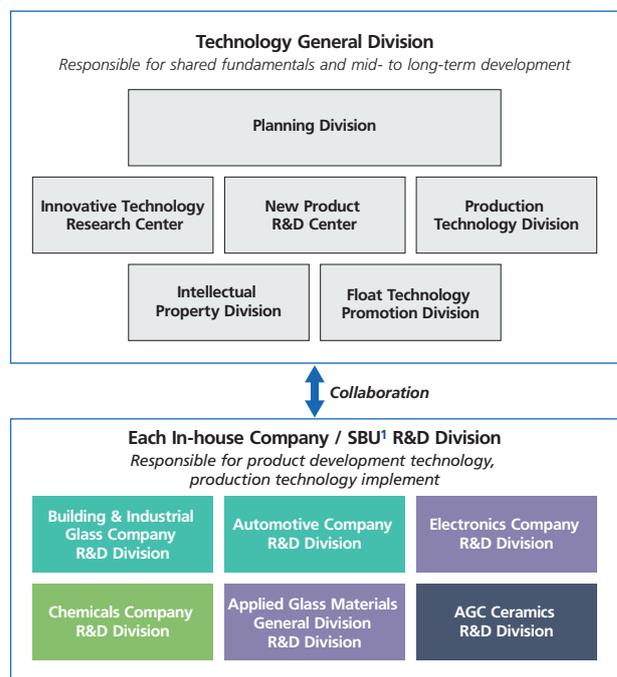
Research and Development Framework

AGC Asahi Glass conducts research and development with the aim to develop more competitive and innovative core technologies and new products. The Innovative Technology Research Center creates innovative core technologies and applies advanced shared fundamental technologies to promote progress in product development. The New Product R&D Center develops new products and provides solutions to technical issues concerning existing products. The Production Technology Division develops and refines production technologies. In January 2017, the Float Technology Promotion Division, which controls the shared technology platform of the flat glass manufacturing process, was newly created. 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 six relevant organizations in its Technology General Division and the R&D divisions of each respective In-house Company.

The AGC Group's Core Technology Map



An R&D Framework to Achieve Greater Competitiveness



¹ Strategic Business Units



The AGC Group's Approach to Innovation

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

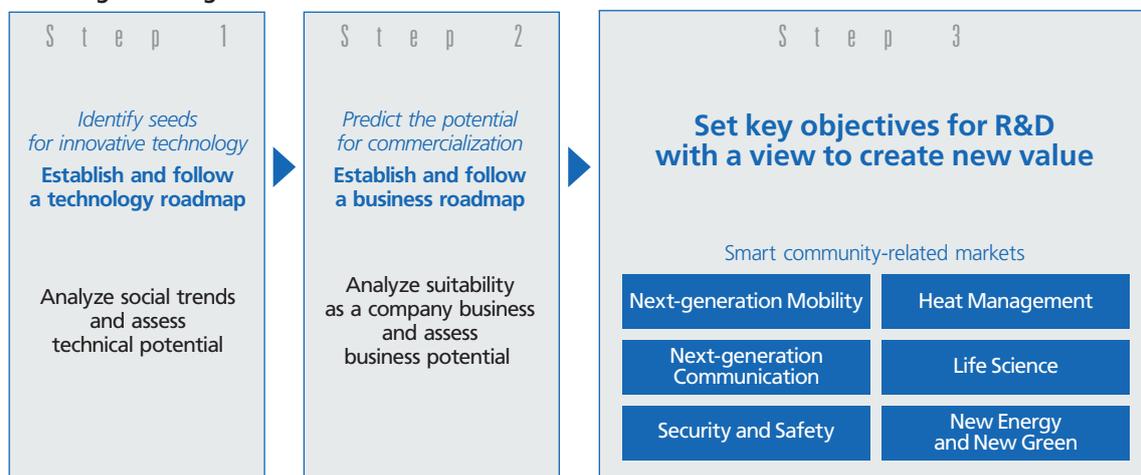
To chart a course for its R&D over the medium and long terms, the AGC Group draws its own technology roadmap called "Technology Outlook," which is based on projections of the products and technologies that will be in high demand over the next 10 to 20 years. To develop and commercialize such products 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.

R&D Target Setting Process



By Specifying CSR Material Issues, 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.

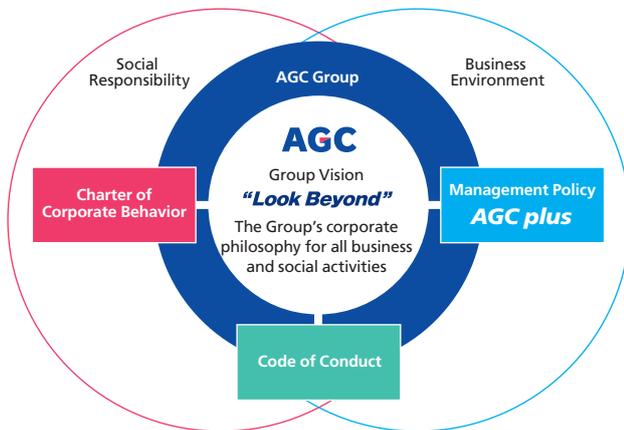
In addition, the AGC Group has established “the AGC Group Charter of Corporate Behavior,” which outlines the corporate social responsibility expected of Group companies, and “the AGC Group Code of Conduct,” which clarifies the standards of behavior for all employees.

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, and develops concrete measures to address them.

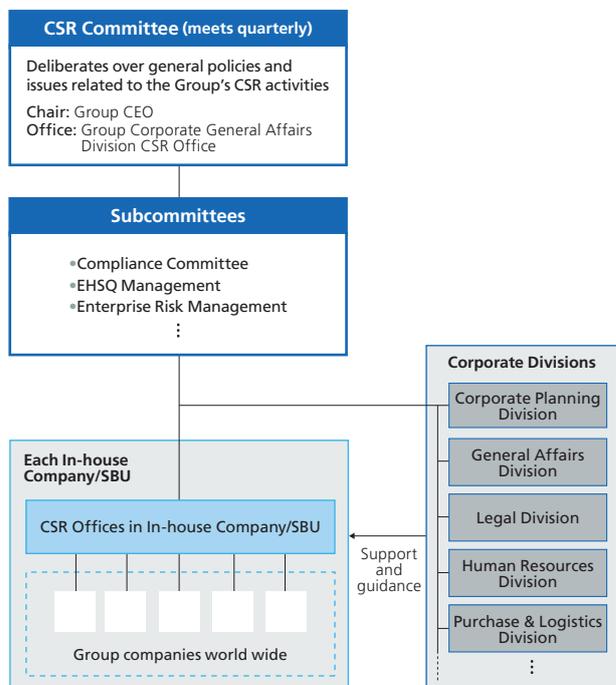
Furthermore, issues relevant to compliance, Environment, Occupational Health, Safety and Quality (EHSQ) management, risk management and other topics are shared globally across the AGC Group through subcommittees specializing in relevant areas. The information is then reflected in measures implemented by the Group’s In-house Companies and Strategic Business Units (SBUs).

CSR-related Policies



- AGC Group Charter of Corporate Behavior**
 The Group Charter sets forth and declares the perspectives that form the basis of our behavior to ensure that the AGC Group will remain a good corporate citizen.
- AGC Group Code of Conduct**
 The Code of Conduct sets forth standards to be observed by all Group members from the perspective of “integrity” in Our Shared Values under the AGC Group Vision **“Look Beyond.”**
- Management Policy AGC plus**
 The Management Policy sets forth the course of action for all the Group’s business activities providing social and business aspirations, guidelines and directives. It is revised as necessary to reflect changes in the business environment and circumstances of the Group.

CSR Promotion System

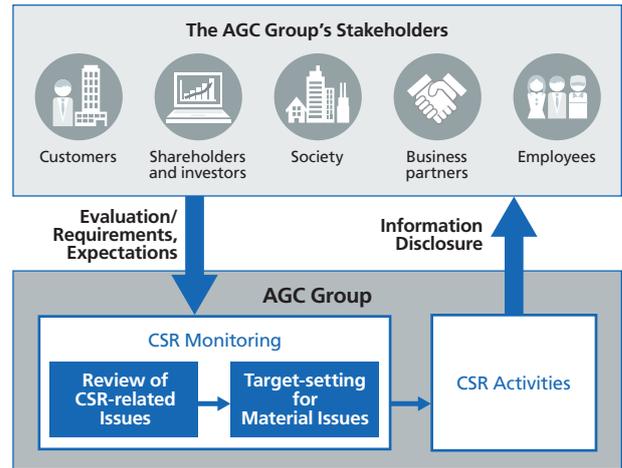




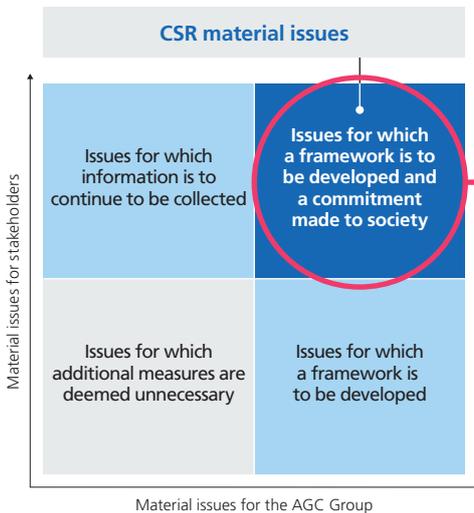
The PDCA Cycle and Material Issues

In 2011, the AGC Group began CSR monitoring based on ISO 26000. In CSR monitoring, issues defined in ISO 26000 are classified into four categories on the basis of their importance to either the AGC Group or its stakeholders. From these categories, a CSR Matrix is created, and issues judged important to both sides are recognized as CSR Material Issues. At present, there are eleven established CSR Material Issues, and their targets and current progress are disclosed on the CSR website.

The CSR PDCA Cycle



Matrix of CSR Issues



Material Issues relating to the AGC Group

ISO 26000 Items		AGC Group's material issues
Core subjects	Issues	
Organizational Governance	Decision-making processes and structures	Organizational governance
	Conditions of work and social protection	Fair working conditions
Human Rights and Labor Practices	Health and safety at work	Occupational health & safety
	Human development and training in the workplace	Human resource development
	Prevention of pollution	Pollution prevention
The Environment	Sustainable resource use	Sustainable use of resources
	Climate change mitigation and adaptation	Response to climate change
	Anti-corruption	Anti-corruption
Fair Operating Practices	Fair competition	Compliance with antitrust laws
	Promoting social responsibility in the value chain	Social responsibility in the supply chain
	Consumer Issues	Protecting consumers' health and safety

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 AGC Group is Raising the Transparency and Agility of Management Oversight and Execution.

Approach to Corporate Governance

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

Framework for Management Oversight

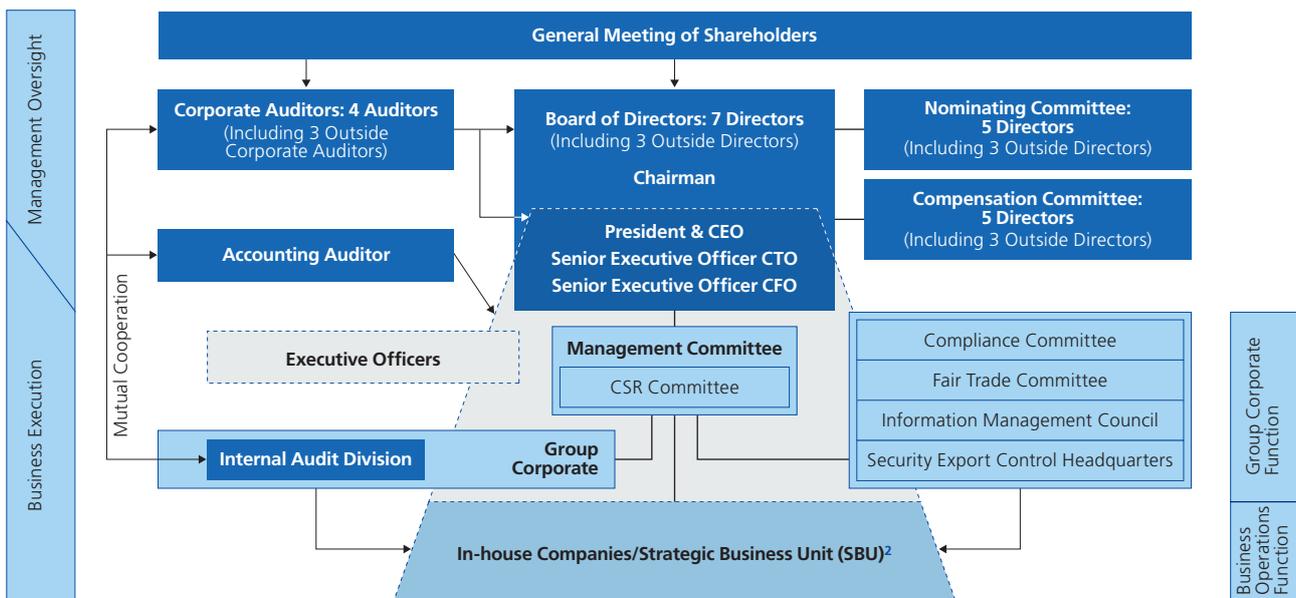
Structure and Role of the Board of Directors

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 director¹. 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 corporate

Overview of Corporate Governance Structure (as of March 30, 2017)



² An In-house Company is defined as a business unit with net sales exceeding 200 billion yen which conducts its business globally. At present, there are four In-house Companies: the Building & Industrial Glass Company, the Automotive Company, the Electronics Company and the Chemicals Company. Business units smaller than this are defined as Strategic Business Units (SBUs).



management and knowledge of corporate governance related issues. In principle, meetings of the Board of Directors are chaired by an outside director.

¹ As of March 30, 2017

Meetings of the Board of Directors in Fiscal 2016

Meetings held	14
Attendance rate of members of the Board of Directors	100%
Attendance rate of corporate auditors	98%

Assessment of the Effectiveness of the Board of Directors Evaluating the Effectiveness of the Board of Directors

The effectiveness of the Board of Directors of AGC Asahi Glass is subject to annual assessment and evaluation.

Evaluation of the effectiveness of the Board of Directors in 2016 took the form of self-evaluation by all members comprising the Board.

First, each director evaluated the effectiveness of the Board by responding to the questionnaire and answering questions in an individual interview. The Board then examined the evaluation results and discussed measures to improve the effectiveness of the Board of Directors.

Outline of the Evaluation Results and Future Efforts

The results of the above evaluation showed that the Board of Directors and the Advisory Committee of AGC Asahi Glass, among others, were conducting appropriate management and securing adequate performance through active and frank discussion in a small group.

It was also clarified that there is room for improvement on reporting of IR activities to outside directors and enhancement of strategic discussions.

The AGC Group will continue to maintain the appropriate management system and an environment to ensure frank discussions within the Board of Directors and the Advisory Committee, working diligently on the issues clarified by the effectiveness evaluation. This will continuously improve the functions of the Board of Directors, Advisory Committee and other parties.

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 2016

	Number of members	Duties	Number of meetings held
Nominating Committee	5 Directors (of which 3 are outside directors)	Deliberate on candidates for director and executive officer positions, and make recommendations to the Board of Directors	3 times
Compensation Committee	5 Directors (of which 3 are outside directors)	Deliberate on the compensation system for directors and executive officers, directors' compensation limits and bonuses to be reported to the general shareholders meeting, and the amount of compensation for executive officer	9 times

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, 2017, 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 2016

Meetings held	14
Attendance rate of members of the Board of Corporate Auditors	96%

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-subidiaries 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

AGC Asahi Glass sets out its principles which consist of the basic stance and philosophy on overall compensation for directors and corporate auditors 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

The compensation for directors and corporate auditors is as follows.

Composition of Compensation for Directors and Corporate Auditors

	Type of compensation		Eligible persons
Directors	Fixed compensation	Monthly compensation	All directors
	Performance-based compensation	Performance-based bonuses	Directors who also serve as executive officers
		Stock compensation-type stock options	Directors excluding outside directors
Corporate auditors	Fixed compensation	Monthly compensation	All corporate auditors

Directors of AGC Asahi Glass are responsible for management of the AGC Group from a short-, medium- and long-term perspective, and aim to realize the sustainable growth of the Group and enhance its corporate value. The company's performance-based compensation system is calculated in consideration of the balance of the short-, medium- and long-term perspectives. As a part of total compensation, performance-based compensation is calculated based on the standard amount of payment, approximately in a 2:1:1 ratio of Monthly compensation: Bonuses: Stock Compensation-Type Stock Options, respectively.

Of the performance-based compensation for directors, the amount of the Bonuses varies depending on consolidated business results for a single fiscal year and a period covered by the mid-term management plan, with the aim of further encouraging directors to achieve performance goals for both the single fiscal year and the medium term. This amount may, in principle, fluctuate between plus and minus 100% of the standard amount of payment. Moreover, 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 to Directors and Corporate Auditors in Fiscal 2016

	Number of recipients	Total payment (millions of yen)
All directors	7	450
Outside directors only	3	46
All corporate auditors	4	93
Outside corporate auditors only	3	57

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, President & CEO



Yoshinori Hirai
Director, Senior Executive Officer & CTO



Shinji Miyaji
Director, Senior Executive Officer & CFO



Hiroshi Kimura
Director (Outside)
Appointed in March 2013
Member of the Nominating Committee and Compensation Committee
Advisor to Japan Tobacco Inc.
Outside Director of Nomura Holdings, Inc.
Outside Director of IHI Corporation



Masako Egawa
Director (Outside)
Appointed in March 2014
Member of the Nominating Committee and Compensation Committee
Professor, Graduate School of Commerce and Management, Hitotsubashi University
Outside Director of Tokio Marine Holdings, Inc.
Outside Director of Mitsui Fudosan Co., Ltd.



Yasuchika Hasegawa
Director (Outside)
Appointed in March 2017
Member of the Nominating Committee and Compensation Committee
Director and Chairman of the Board of Takeda Pharmaceutical Co., Ltd.
Outside Director of Tokyo Electronic Power Company Holdings, Inc.

Executive Officers

President & CEO

Takuya Shimamura
CEO

Senior Executive Officers

Marehisa Ishiko
President of Automotive Company

Jean-François Heris
President of Building & Industrial Glass Company

Yoshinori Hirai
CTO
GM of Technology General Division

Shinji Miyaji
CFO
GM of Corporate Planning Division
GM of Export Compliance Control Directorate

Yoshinori Kobayashi
President of Electronics Company

Masao Nemoto
President of Chemicals Company

Executive Officers

Tadayuki Oi
Senior Vice President of Building & Industrial Glass Company

Shinichi Kawakami
GM of General Affairs Division

Akinobu Shimao
President of AGC Ceramics Co., Ltd.

Tomoya Takigawa
GM of Innovative Technology Research Center, Technology General Division

Kimikazu Ichikawa
Chief Representative of AGC Group for Asia Pacific

Shigekuni Inoue
GM of Production Technology Div., Technology General Division

Hiroyuki Watanabe
GM of New Product R&D Center, Technology General Division

Seigo Washinoue
GM of Display Glass General Division Electronics Company

Kazuaki Koga

GM of Essential Chemicals General Div., Chemicals Company

Kenzo Moriyama
GM of Strategy & Planning Office, Corporate Planning Division

Takashizu Minato
GM of Performance Chemicals General Div., Chemicals Company

Masahiro Takeda
Regional President for Asia Pacific, Building & Industrial Glass Company

Takashi Misu
GM of Human Resources Division

Tatsuo Sugiyama
Regional President for Americas, Automotive Company

Takahisa Sugiyama
GM of Electronic Materials General Div., Electronics Company

Jean-Marc Meunier
Regional President for Europe, Automotive Company

Naoki Sugimoto

GM of Business Development Division

Fumiaki Hayashi
GM of Purchase & Logistics Division

Katsufumi Yajima
Senior Vice President of Automotive Company

Toshiro Kasuya
GM of Finance & Control Division

Tadashi Hiraoka
GM of Technology Management General Div., Chemicals Company

Corporate Auditors

Tetsuo Tatsuno

Yasushi Marumori
(Outside)

Toru Hara
(Outside)

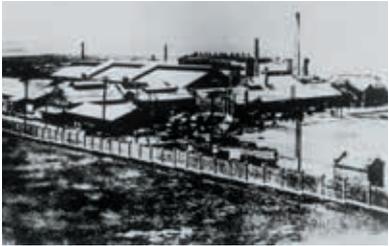
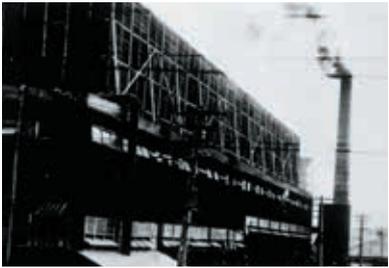
Hiroshi Kawamura
(Outside)

Note GM: General Manager

As of 30 March, 2017

History

With Over 100 Years of History, the AGC Group Aims to Continue Contributing to Society for Years to Come.

From 1900	From 1920	From 1940
Time of Establishment		
<p>Expanding Business Globally</p> <p>1907 Asahi Glass Company established in Amagasaki, Hyogo Prefecture, by Toshiya Iwasaki (pictured).</p>  <p>1914 The first export of flat glass to England.</p> <p>1917 Headquarters moved to Tokyo.</p>	<p>1925 Shoko Glass Co., Ltd. established in China as Asahi Glass' first business outside Japan.</p>  <p>1933 The Asahi Foundation for Chemical Industry Promotion (now the Asahi Glass Foundation) established to commemorate our 25th anniversary.</p> <p>1937 Stocks listed on the Tokyo Stock Exchange.</p>	<p>1952 Agreement concluded to export caustic soda electrolysis equipment to Indonesia.</p> <p>1955 Deming Prize received for quickly adopting quality management.</p>  <p>1956 Glass manufacturing subsidiary established in India, demonstrating progress in expanding internationally ahead of other Japanese companies.</p> <p>1957 Asahi Glass Scholarship Foundation established to commemorate our 50th anniversary.</p>
Evolution of Products and Technologies		
<p>1909 Mass production of flat glass using a Belgian method of producing glass with hand-blown refractory cylinders begins for the first time in Japan.</p>  <p>1916 In-house production of long-lasting refractory bricks for melting furnaces begins.</p>  <p>1917 In-house production of soda ash, a key raw material for glass, begins in Kitakyushu.</p>	<p>1928 Production of flat glass by the Fourcault process begins.</p> <p>1933 Caustic soda production using the ammonia method begins.</p>  <p>1938 Production of tempered glass and laminated glass begins.</p> <p>1939 Production of refractory bricks begins at the Iho Plant.</p>	<p>1954 Production of double-glazing units PairGlass™ begins.</p> <p>1955 Manufacture of glass bulbs for television picture tubes begins.</p>  <p>1956 Automotive glass business launched on a full scale to respond to rapidly growing demand.</p> 
<p>1914-1918 First World War</p>	<p>1923 Great Kanto Earthquake in Japan</p> <p>1929 Beginning of the Great Depression in the United States</p> <p>1939-1945 Second World War</p>	<p>1951 Treaty of San Francisco concluded</p> <p>1953 Television broadcasting begins in Japan</p> <p>1954-1957 Economic boom in Japan</p>

From
1960

From
1980

From
2000

Period of Growth and Expansion

Toward Global Operations

1964

Entry into the flat glass market in Thailand.



1972

Glass production operations commence in Indonesia.



1981

Glaverbel S.A. in Belgium acquired. Full-scale entry in Europe's flat glass market.



1985

Full-scale entry of the automotive glass business in the United States.

1986

Full-scale entry of the chlor-alkali business in Indonesia.

1997

Entry into Russia's glass market.



2002

Creation of AGC Group Vision, "Look Beyond". In-house Company system introduced.

2007

Group brand unified as "AGC" to mark its 100th anniversary.



2013

The Brazil Plant, one of the most environmentally friendly factories in South America starts operation. Entry into Brazil's flat glass market.

2013

Regional headquarters established in Singapore with the aim of business expansion in Southeast Asia.

2015

AGC plus management policy implemented.

2016

Automotive glass production base established in Morocco.

Information gathering and marketing bases established in India and Dubai.

1961

Production of propylene oxide and propylene glycol begins.

1966

Production of float glass begins.



1972

Product development of AsahiGuard™ water and oil repellants and Aflon™ COP fluorinated resins begins.



1975

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

1980

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.



2005

Sales of automotive door glass that blocks infrared rays launched.

2008

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.

2011

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.

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

1983

Birth of the Internet

1985

Plaza Accord concluded

1993

European Union established

1997

Kyoto Protocol adopted

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 customers
(including general consumers)

**AGC Report 2017
(This report)**



A Broad Overview of the AGC Group's
Corporate Vision, Business Strategies
and Business Activities

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 experts¹ 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



CSR Information Supplement

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

¹ ESG research agencies, etc.

Scope

• Reporting Period

Fiscal 2016 (Jan.–Dec. 2016)

Some information includes content from both fiscal 2015 and 2017

• Organizations Covered in the Report

Asahi Glass and its 204 consolidated subsidiaries

(Group companies in and outside Japan)

• 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)

Related Information

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

Date of Publication

April 2017 (Last date of publication: April 2016)

Regarding Future Assumption, 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 this report. Nevertheless, please note that results and consequences may vary with fluctuations in the business environment.

AGC Asahi Glass

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