



AGC Group Philosophy ***“Look Beyond”*** Guidebook

AGC

Your Dreams, Our Challenge

AGC Group Philosophy “Look Beyond” Guidebook

What are the unique characteristics of the AGC Group?
What aspects of the AGC Group do we take pride in and what do we want to pass on to the future?
What actions do we take to put “Look Beyond” into practice?

“Look Beyond” is the AGC Group’s group philosophy on which all the activities of the Group are founded. Formulated in 2002, “Look Beyond” has been modified with necessary minor updates to reflect the changing times and continues to be followed by all group members.

This guidebook is intended to give members of the AGC Group a sense of the ideas behind “Look Beyond” by introducing the AGC Group’s history, the value we provide to society, and the action we are taking for the future.

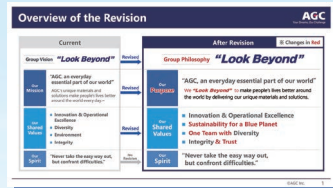
We hope this guidebook will give you a deeper understanding of the group philosophy “Look Beyond” so we can incorporate into our daily activities and grow and evolve together with the AGC Group.

Tools for learning more about “Look Beyond”

Various tools are available, including this guidebook. Please take advantage of them!
(https://agcgr.sharepoint.com/sites/kouhou_library/SitePages/Look-Beyond.aspx)



Introductory video (CEO Interview)



Group philosophy slide presentation

Posters for signage/printing



A1-A4 size poster for printing

Digital signage video



A3-size poster for printing

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“Look Beyond”

“Look Beyond” is the AGC Group’s group philosophy on which all the activities of the Group are founded.

“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.

Through our philosophy of ***“Look Beyond”***, we will continue to create value worldwide, demonstrating the vast potential of the Group’s entire organization.

“Look Beyond” Group Philosophy Framework

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

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

This founding spirit is precisely “Our Spirit” that has been handed down from generation to generation and shared by all Group members.

Our Purpose

Our Shared Values

Our Spirit

AGC, an everyday essential part of our world

We ***“Look Beyond”*** to make people’s lives better around the world by delivering our unique materials and solutions.

- Innovation & Operational Excellence
- Sustainability for a Blue Planet
- One Team with Diversity
- Integrity & Trust

“Never take the easy way out, but confront difficulties.”

***“Look Beyond”* in Practice**

***“Look Beyond”* Anticipate and envision the future,
“Look Beyond” Have perspectives beyond our own fields
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***“Look Beyond”* Pursue innovations, not becoming
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**Through our philosophy of *“Look Beyond”*, we will
continue to create value worldwide, demonstrating the
vast potential of the Group’s entire organization.**

**The phrase *“Look Beyond”* expresses the AGC Group’s
stance of taking on three challenges that go beyond
the perceived boundaries of our framework.**

The first boundary is our timeframe. The AGC Group is a materials company, and it takes a very long time for a material to move from research and development through mass production and finally to the customer. This process can take 5 or 10 and even 20 years or more. That is why we need to look to both the present and ahead to the future.

Our second boundary is our domain. Companies have a tendency to become sectionalized as their organization expands. The AGC Group is working within the Group to engage in collaborations that transcend conventional frameworks of businesses and divisions. Outside the Group, as our insight to the perspectives of our customers and society deepens, we are also looking beyond our existing framework for ways to meet their needs.

The final boundary is the present conditions and conventional ways of thinking. Being satisfied with the status quo makes people and organizations become complacent and stop growing. To continue providing social and economic value, we need to be conscious of the current environment and ways of thinking so we can look beyond them and always be pursuing innovation and taking on challenges.

On the right, AGC Group members introduce some of the ways they are putting the ***“Look Beyond”*** concept into practice.

Looking to the Future

Preparing for future environmental regulations and creating social value

EPINITY® is a bio-based epichlorohydrin (ECH), a key material in a wide range of industries, such as protective coatings, electronic components, adhesives and advanced composite materials. It represents the company's long experience in the reliable supply of high-quality bio-based ECH and emphasizes its position as a pioneer supporting its customers and downstream users to achieve their challenging carbon reduction targets and meet Net Zero carbon emission goals. Building on over 12 years of ECH production, EPINITY® shows the way forward on sustainable solution for the future of our planet.



**PanUsa
Kongmunwattana**
AGC Vinythai Public
Company Limited

Looking Beyond Our Domain

Establishing new business with a global project team

In the business of ultra-thin laminated car door glass, we have formed a global project team between the US and Europe. We produce raw glass sheets in the B&I division in Europe, process them in the automotive division in Europe, and then transport them to the US for lamination and final assembly. This new system exemplifies global cooperation and the spirit of AGC. Through this project, we have successfully achieved something that AGC had not accomplished before, all in an impressively short time.



Eric Rogers
AGC Automotive Americas Co.

Pursuing Innovation Beyond the Status Quo

Seeking new ideas to improve glass manufacturing sustainability

Over the long history of flat glass manufacturing, it has been said that the consumption of post-consumer cullet is difficult. This is because there is a high risk that various contaminants have been mixed into the glass used by consumers. Only high-quality cullet could be used for flat glass, which resulted in a widespread recognition that post-consumer cullet cannot be consumed. Therefore, we needed to first change this understanding. Since it would be difficult to do as AGC alone, we decided to work together as AGAP as a whole. This allowed us to connect with customers, make effective use of new cullet sources and issue a press release highlighting the success. We anticipate that it will positively impact sales activities going forward.



Yoshihiro Nagao
Architectural Glass
Asia Pacific Company



“Look Beyond”

Our Purpose

AGC, an everyday essential part of our world

**We “*Look Beyond*” to make people’s lives better around the world by
delivering our unique materials and solutions.**

Throughout its more than 100-year history, the AGC Group has provided unique materials and solutions to leading industries that contributed to the development of societies and economies around the world.

“AGC, an everyday essential part of our world” is the reason why we exist and the value we want to provide.

AGC Group members work every day to support the lives of people around the world.

Our Purpose is the motivation and guide that arises from inside each of us.

The AGC Group will continue to fulfill its Purpose as an important part of the world and support the lives of people worldwide for the next 100 years.





AGC, an Everyday Essential Part of Our World



Supporting a decarbonized society

Our Low-E glass enhances building energy efficiency

Glass has been used since ancient times for windows to let in light from outside and protect against wind and rain, making the insides of buildings both more comfortable and safe. Modern architectural glass vastly improves the sustainability of buildings and contributes to a sustainable society.

Improving the heating and cooling efficiency of living spaces is an effective way to save energy and reduce carbon dioxide emissions, and is a key contributor to helping prevent global warming. The AGC Group's Low-E glass enhances the heating and cooling performance of buildings and residences, both saving energy and reducing CO₂ emissions. Demand is growing for energy-saving glass as many governments step up efforts to reduce CO₂ emissions to achieve its goal of carbon neutrality by 2050. The AGC Group is continuing to expand the applications and functionality of its Low-E glass to further enhance its environmental performance.

Supporting the stable supply of clean tap water

We supply PVC water pipes and sodium hypochlorite to disinfect water supply and sewage systems

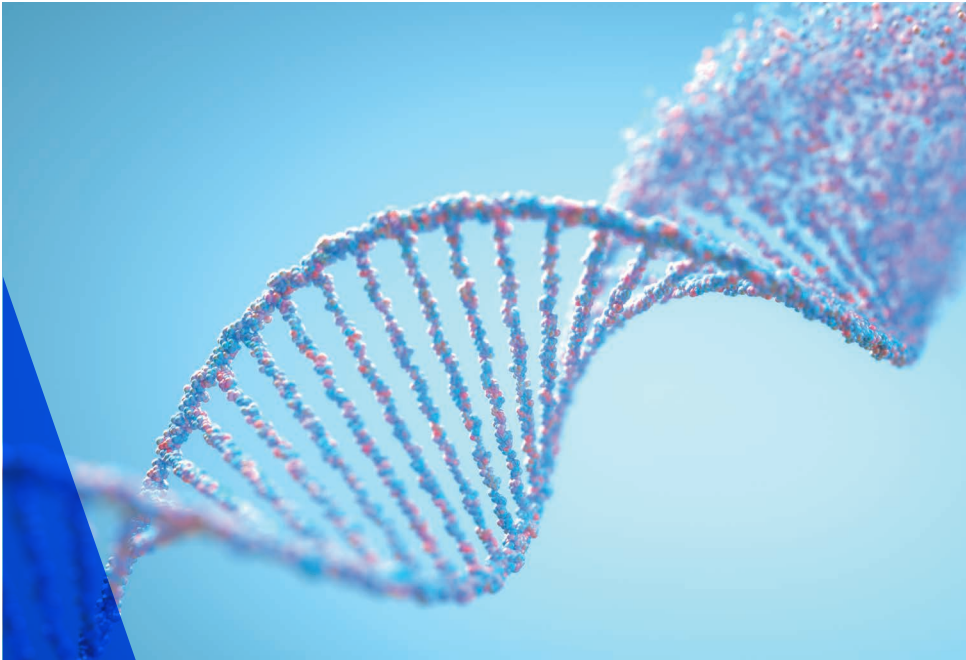
The AGC Group's chemicals business began with the manufacture of soda ash, which is the main raw material for glass. The diverse products created from this chemical chain are used in various ways in people's everyday lives.

One way it is used to ensure a stable supply of clean tap water, which is an ongoing cycle of supplying usable water and treating reclaimed water to be used again. Water and sewage treatment plants use sodium hypochlorite to disinfect and sterilize reclaimed water for reuse. Polyvinyl chloride is commonly used public water pipe infrastructure. AGC Group products are used in the water supply and recycling infrastructure ensuring that everyone has a clean and safe supply of water.





AGC, an Everyday Essential Part of Our World



Supporting biopharmaceutical CDMOs

We advance pharmaceutical and agrochemical development and manufacturing for a safe and secure future

Due to factors such as global population growth and increasing life expectancy, the pharmaceutical and agrochemical markets continue to expand. In addition, the demand for outsourcing process development and manufacturing is also increasing. To meet this demand, the AGC Group provides CDMO services, leveraging its expertise in small molecule pharmaceuticals and agrochemicals, which originated from the organic synthesis technology developed through our Performance Chemicals Business. Beyond these areas, we are also committed to biopharmaceuticals and cutting-edge gene and cell therapies. We provide high-quality services meeting diverse customer needs and contribute to the safe, secure, comfortable, and healthy lives of people around the world.

Envisioning the future of mobility

Our cover glass for in-vehicle displays is facilitating vehicle-ICT integration

Since entering the automotive glass business in 1956, the AGC Group has been providing automotive window glass that gives drivers a clear view and a safe in-vehicle environment, while anticipating market needs and pursuing design, functionality, and comfort. In recent years, the functions of our automotive glass have expanded into the realm of information.

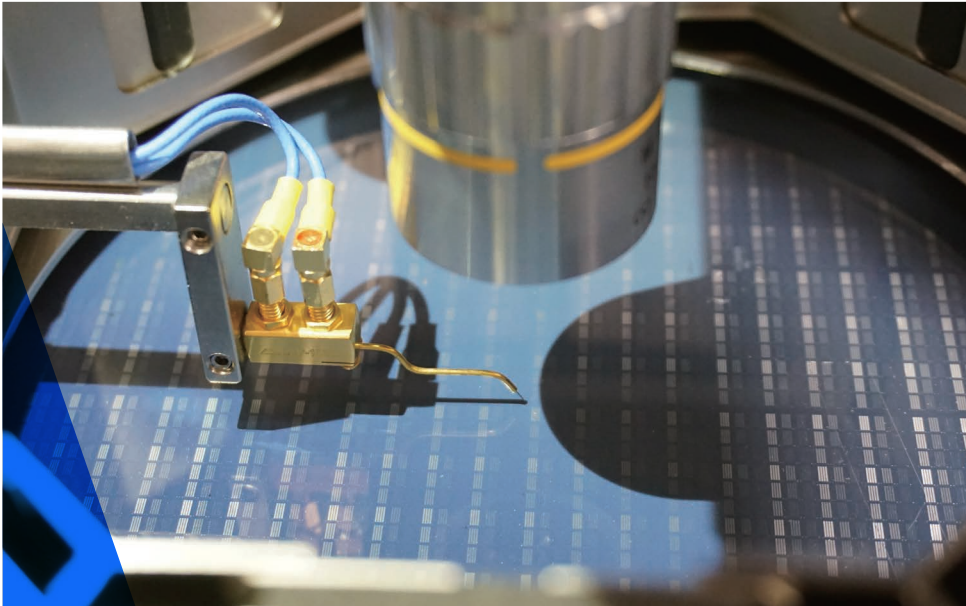
As autonomous vehicles become more prevalent, the passenger experience will change with technology assisting drivers with information on the driving conditions, destination, and other information. Touch panel displays are already being used to operate in-vehicle audio, navigation, and air conditioner systems, and entertainment, like movies, will also be more common and dashboard displays will function more like smartphones. The AGC Group's high strength, scratch resistant, and low reflection cover glass for automotive displays and operations are already standard in over 100 car models, helping to provide a safe and comfortable driving environment. The AGC Group continues to develop automotive display cover glass with added value for the changing needs in the nascent market for CASE* vehicles, the future of mobility.

*Connected, autonomous, shared & service (car sharing and services), electric (electric vehicles)





AGC, an Everyday Essential Part of Our World



Driving the advances of our digital society

Our EUV lithography photomask blanks are the cutting-edge semiconductor manufacturing

The AGC Group's high-purity, low-expansion synthetic quartz has been an indispensable lens material for precision lithography technology in the semiconductor industry for many years and has played a key role in the miniaturization of semiconductors.

The Group also provides extreme ultraviolet (EUV) lithography photomask blanks that enable the shorter light wavelength exposure technology that will be essential to the next-generation semiconductor. We have advanced our quartz substrate technology and combined it with thin film formation technology to provide products with fully integrated production from materials, polishing, and cleaning to film formation. Our contribution to the production of next-generation semiconductors with higher performance and lower power consumption is helping to provide more convenience in people's lives and reducing CO₂ emissions.

Products key to creating a hydrogen society

Our FORBLUE™ Family and fluoropolymers are indispensable to the hydrogen value chain

The AGC Group's chemical chain has evolved with the times from its beginning in chlor-alkali electrolysis to our current business in the market for high-performance fluorine products. Our FORBLUE™ Flemion™ fluorinated ion-exchange membranes use a mercury-free chloro-alkali electrolysis process. We continued advancing the technology to develop the FORBLUE™ S-SERIES of fluorinated ion exchange membranes used in the hydrogen production process and the FORBLUE™ i-SERIES electrolyte polymer dispersion technology for electrolyte membranes and electrodes used in fuel cell batteries powered by hydrogen. Fluoropolymers are used in storage tanks, transport hoses, and other equipment used for distributing and storing hydrogen. The AGC Group is advancing hydrogen technologies to provide a wide range of solutions throughout the hydrogen value chain from production and distribution to storage and use that will contribute to realizing a hydrogen-based society.





“Look Beyond”

Our Shared Values

The AGC Group's Four Shared Values

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

- Innovation & Operational Excellence
- Sustainability for a Blue Planet
- One Team with Diversity
- Integrity & Trust





Innovation & Operational Excellence

- We always **“Look Beyond”** and tirelessly pursue innovations in technology, products, and services.
- We aim for excellence in quality and efficiency through continuous improvement.
- We continually challenge ourselves to deliver value through innovation and operational excellence.





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Innovation & Operational Excellence are strengths of the AGC Group and the source of our competitive advantage. Since our founding, the Group has been anticipating future social changes and pursuing innovative technologies, products, and services. Group members engaged in our businesses and operations are continuously improving their approach to work to aim for our goal of excellence in quality and efficiency and to meet the expectations of our customers and all stakeholders. Innovation & Operational Excellence reflect the importance of always pursuing innovation and seeking to improve.

All AGC Group businesses pursue both Innovation & Operational Excellence. For some businesses, the pursuit of Operational Excellence helps them better stabilize their supply of high-quality products, which in turn stabilizes earnings. Other businesses look to the future and create new value through leading-edge technologies and groundbreaking ideas that become the standards for a new era.

We should not make an oversimplified assumption that the core businesses pursue only Operational Excellence, and the strategic business only seek Innovation. Both core and strategic businesses require both Innovation & Operational Excellence.

For example, the AGC Group's core businesses face constantly changing internal and external environments, so it is imperative to always be pursuing innovation in business models and technology. Likewise, the strategic businesses need to go beyond simply developing products that meet the demands of society, and they also need to pursue Operational Excellence to ensure stable manufacturing operations. That is why all AGC Group members need to pursue both Innovation & Operational Excellence.

We enhance the corporate value of the entire AGC Group when all of our businesses and all of our group members around the world are working to create Innovation and improve our Operational Excellence.





Sustainability for a Blue Planet

- We contribute to creating a sustainable society and constantly grow and evolve.
- We achieve economic value through fostering social value.
- We strive to create safe and secure workplaces.





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The sustainability of our planet is being threatened by factors such as the increasing risk of climate change, the limits of a society reliant on mass production, mass consumption, and mass disposal, and collapsing ecosystems. Also, society is facing numerous problems, including overpopulation, widening inequality, social fragmentation, and human rights issues.

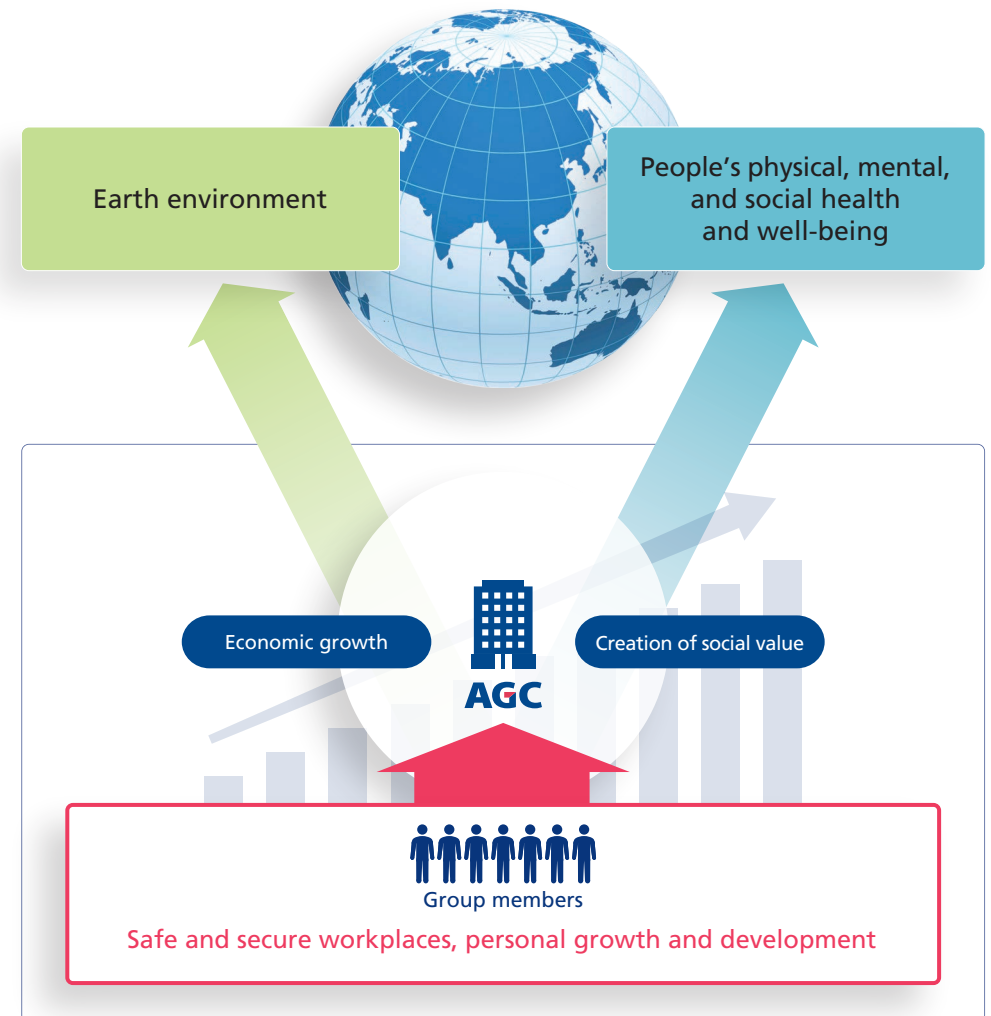
Under such circumstances, how can we achieve both sustainable social growth and the physical, mental, and social health and well-being of all people around the world? Going forward, companies seeking sustainable growth will need to have a clear perception of the current situation and contribute to the sustainable development and progress of the global community.

The AGC Group's business development requires an extensive amount of time to progress from R&D to the final commercialization of materials and solutions, so we must be particularly diligent about ensuring our sustainability as a

corporate entity. Our efforts to establish our corporate sustainability are guided by our value of "Sustainability for a Blue Planet," which means that the AGC Group seeks to further its economic growth by creating value for society that contributes to resolving social issues.

For the environment, we seek to lower greenhouse gas (GHG) emissions from our business activities and to use resources efficiently to minimize the impact our operations have on the planet. We also seek to provide products and solutions that help resolve environmental issues. For society, we aim to help people live safely and comfortably.

The AGC Group provides a variety of materials and solutions that help make society safe and comfortable. The Group also provides a work environment for all the group members involved in the manufacture and supply of AGC products to conduct their work safely and comfortably.





One Team with Diversity

- We value different perspectives.
- We seek diverse capabilities and personalities of individuals of all backgrounds and beliefs, and by leveraging each other's strengths we create value as One Team.





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The value of One Team with Diversity means valuing diverse individuals and bringing everyone together into a single team. The AGC Group's over 50,000 group members around the world consist of individuals of diverse personalities and backgrounds with a wide range of abilities and points of view. The AGC Group values diversity because we understand that diversity is the very source of innovation.

AGC Group members actively seek out different opinions and ideas and take on the challenge of combining them together to create new value.

Creating new value requires every group member to actively express their ideas and to seek out and listen to other perspectives. Talking about and carefully considering each other's opinions, rather than just imposing one's own views, allows us to approach issues from multiple perspectives and builds relationships of trust. This communication

opens the door for new ideas and technologies to emerge.

Creating innovation as an organization requires everyone to share the same purpose and values and to unite all of our strengths as One Team. Every member of the AGC Group follows our Group philosophy **"Look Beyond"** and is part of our One Team creating new value.

Innovation and Diversity

The Austrian economist Joseph Schumpeter introduced the concept of "innovation." In his book, *The Theory of Economic Development*, he defines innovation as "the creation of new value by connecting elements that already exist on their own but have never been combined before." Innovation therefore arises by combining different elements or, in other words, from teams that have diversity.





Integrity & Trust

- We comply with all applicable laws and regulations, building open and fair relationships with all our stakeholders based on the highest ethical standards.
- We aim to achieve customer satisfaction and trust for all our products and services.
- We create trust with all stakeholders, internally and externally, by acting with integrity.





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The AGC Group has built trust with stakeholders by acting with integrity. Our values of Integrity & Trust is the cornerstone of our business interactions and all of our social activities and interpersonal relationships.

The AGC Group ensures integrity by stipulating that every group member conducts business in accordance with laws, regulations, and business ethics. We strictly comply with all laws and regulations and act in accordance with the high ethical standards required of corporate entities. Maintaining these standards is vital to our Group's sustainable operation and growth.

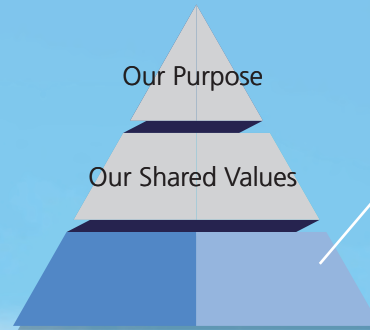
We earn trust by always acting with integrity and providing high-quality products and services that meet the expectations of our customers. Continuing to do so builds strong relationships of trust with our customers and will ensure we remain the "first choice"

solution provider they turn to meet their needs. That gives us more opportunities to create value for society, which in turn leads to more economic value for the Group.

Acting with integrity is important not only for creating trust with our customers and others outside the Group, it's also vital to creating trust between the members of the AGC Group. AGC's positive culture of openness would not be possible without trust. Mutual trust creates an atmosphere that supports people sharing their different views and openly discussing issues.

We ask group members to be conscientious and ask themselves if they are acting with integrity in their work. Acting with integrity every day is how we build the trust we have with our stakeholders, both inside and outside the Group.





“Look Beyond”

Our Spirit

Never take the easy way out, but confront difficulties.

Our Spirit to “Never take the easy way out, but confront difficulties” was set by our founder, Toshiya Iwasaki, who overcame challenges and setbacks to establish Japan’s first flat glass manufacturing business.

The AGC Group has overcome many difficulties during its long history, and each challenge has resulted in further growth.

Our spirit of tackling essential issues while looking beyond short-term outcomes has been carefully passed down over our 110-year history and is the foundation of the AGC Group’s approach to manufacturing and management.

This spirit of taking on difficult challenges to create the unique materials and solutions needed by society and the times has been passed on to all members of the AGC Group working around the world.





Founder Toshiya Iwasaki's Unwavering Determination

Taking on the challenge of producing flat glass in Japan

Toshiya Iwasaki knew very well that he faced a formidable challenge. He was adamantly determined to achieve success because he believed it would play a significant part in shaping Japan's future.

Overcoming many obstacles

As Japan modernized in the early 20th century, the country saw increases in demand for Western-style buildings and for window glass. However, the country was still dependent on imports of flat glass from overseas. Many different companies had tried to manufacture flat glass domestically, but all had failed, unable to compete with imported products.

Nonetheless, with the aim of creating a business that would help advance his society, AGC's founder, Toshiya Iwasaki, decided to tackle the challenging problem. "I am prepared to face difficulties. Even if it takes a lifetime, I will realize domestic production." With this declaration of intent, in 1907 he established the Asahi Glass Company and began constructing a large-scale factory that incorporated technology from Belgium.

In 1909, the factory was completed and achieved industrial production of flat glass for the first time in Japan. Difficulties persisted, however, as the Company was still unable to match the quality and prices of imported products. Undaunted, Iwasaki introduced new technology from the United States to a factory completed in 1914, thereby bringing the prospect of rivaling imported products within reach. Furthermore, the outbreak of World War I halted imports of flat glass from Europe, providing a tailwind that rapidly spread domestically produced flat glass.

Our founding spirit today

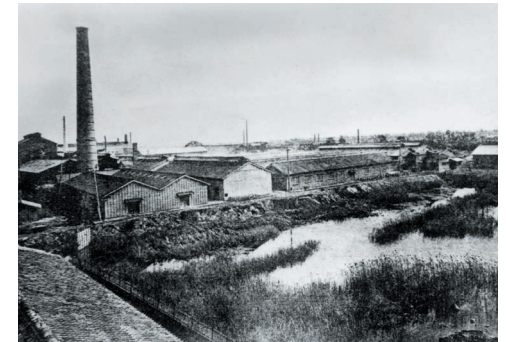
Toshiya Iwasaki spent a half of his life passionately dedicated to achieving his goal to producing flat glass in Japan while also forging ahead with unwavering spirit, and successfully establishing manufacturing operations for refractory bricks and soda ash, which laid the foundation for our current ceramics and chemicals businesses. Over the years, the AGC Group has overcome numerous challenges and continued creating unique materials and solutions needed by society and the times. This spirit of taking on challenges has been passed on to all AGC Group members working around the world.



Founder Toshiya Iwasaki



Mass production of flat glass using a Belgian method of producing glass with hand-blown cylinders begins for the first time in Japan. (1909)



In-house production of long-lasting refractory bricks for melting furnaces begins. (1916)



A soda ash factory built in Edamitsu, Yabashi (now Yahata Higashi Ward, Kitakyushu) started production in 1917.

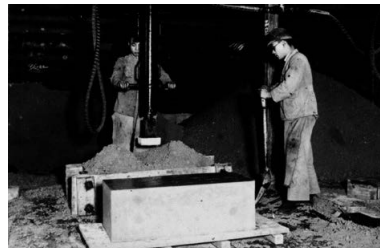


History of the AGC Group Taking on Challenges and Overcoming Adversity

A history of “Never take the easy way out, but confront difficulties”

1916 Launch of the refractory brick business

Glass furnaces must be lined with refractory bricks that can endure the high temperatures. When the Company was founded, refractory bricks could only be sourced from overseas. To ensure a reliable supply, the Company constructed its own refractory brick plant. The plant not only made AGC self-sufficient, it also produced refractories that played a key role in the development of the Japanese steel, cement, and other key industries.



1917 Pioneer of soda ash production in Japan

From the outset, the Company was also eager to be self-sufficient in soda ash, the raw material used to make flat glass. When imports were halted during World War I, the Company engineered its own production equipment. The soda ash business became a fundamental element in the development of Japan's chemical industry. AGC also sold sodium bicarbonate, a byproduct of soda ash, which was used commercially in beverages and as a fertilizer additive.



1954 Cathode-ray tubes for televisions

In 1954, the Company began to produce glass bulbs for cathode ray tubes (CRTs) to meet the rapidly expanding demand for televisions. By reliably producing CRT tubes, the Company supported the production activities of home appliance manufacturers and helped make televisions common household appliances.



1956 Production of automotive glass

The Company also contributed to the motorization of Japan, commencing full-scale production of automotive glass in 1956 as demand for motor vehicles began to soar. The Company has been at the forefront of Japan's automotive industry ever since leading the development of manufacturing technologies and advancing production systems. Our accomplishments include being the first domestic automotive glass maker to provide a reliable supply of high-quality products and introducing automated reinforcement equipment for continuous curved glass.



1966 Introduction of the new “float process” for flat glass

Demand for flat glass surged with the construction of large buildings and private residences across the country during Japan's rapid economic growth. Asahi Glass introduced the float process enabling the consistent production of high-quality glass that could accommodate the increasing diversity of architectural styles. The float process was introduced in Europe the previous year by Glaverbel (now AGC Glass Europe).



1972 Development of ETFE

Overcoming numerous obstacles, we harnessed the strengths of our proprietary raw materials to develop ETFE. We continued advancing the technology after the commercial launch in 1972, producing products that can be molded and processed in a wide range of temperatures for innumerable uses, from coating wire to lining and coating all sorts of products.





History of AGC Group Taking on Challenges and Overcoming Adversity

A history of “Never take the easy way out, but confront difficulties”

1975 Development of the FLEMION™ electrolysis method to produce caustic soda using ion-exchange membranes

Caustic soda had long been manufactured using the mercury cell method. With the growing seriousness of the mercury pollution problem, it became necessary to look for an alternative technology. In 1975, the Company developed the Flemion™ electrolysis method, which produces caustic soda using ion-exchange membranes. The Company made a full transition from the mercury cell method, and this new technology helped to reduce the environmental footprint in various ways, including reduced power consumption.



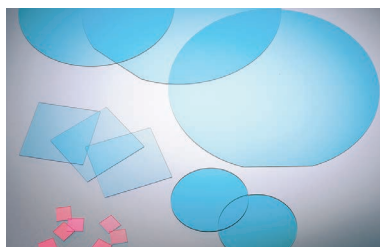
1985 Creation of synthetic fused silica glass

The Company's synthetic fused silica glass arose from many years of combining technologies in fine glass, fine chemicals, and fine ceramics. Ideally suited to the ever-advancing semiconductor manufacturing processes, the glass is high-purity, high-quality, and high-performance glass with applications for semiconductor lithography lenses, liquid crystal lithography lenses, photomask substrates, and optical components.



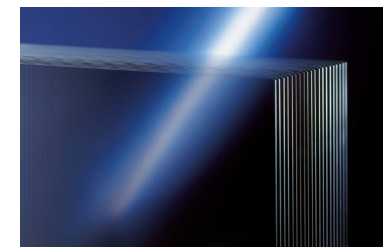
1992 Innovation of glass infrared light filters

In 1992, the Company developed a glass filter capable of absorbing infrared light, which enables adjustment of the visual sensitivity of image sensors to match human visual sensitivity. This feature has made them essential components for digital SLR cameras, smartphones, and other cameras, as well as electronic component for surveillance and in-vehicle cameras.



1995 Production of glass substrates for TFT-LCDs begins

The Company developed a glass substrate for thin film transistor (TFT) liquid crystal displays (TFT-LCDs) at the dawn of the age of flat-screen TVs, which quickly replaced CRT TVs. TFT-LCDs' features of transparency, a smooth and flat surface, and excellent heat resistance are used in monitors for TVs, computers, smartphones, tablets, and automobiles.



2011 Development of chemically strengthened smartphone cover glass begins

The Company introduced chemical strengthening glass for smartphone cover glass in 2011, shortly after smartphones started soaring in popularity. Dragontrail™ cover glass for smartphones and tablets is now sold worldwide and continues to contribute to the evolution of smartphones.



2016 Full-scale biopharmaceutical CDMO

The Life Sciences business was launched in the 1980s. After serving as a CDMO for small molecule pharmaceuticals and agrochemicals, the company fully entered the biopharmaceutical CDMO business in 2016. AGC Biologics and Group members around the world support global pharmaceutical development and manufacturing through a three-pillar structure spanning Japan, Europe, and the United States.



Message from the CEO

To all AGC Group members

I hope everyone will take
the words of the Group
Philosophy to heart.

Yoshinori Hirai
Representative Director,
President & CEO



The AGC Group formulated its Group Vision **“Look Beyond”** in 2002, and has been working to improve our corporate value while revising the group vision in line with the changing times.

In recent years, AGC’s business has expanded further, and its group members have become increasingly diverse on a global scale. In addition, the social responsibilities placed on companies are increasing, and the values of people at work, especially the younger generation, are changing.

In response to these changes, we have decided to update **“Look Beyond”** as of January 2025.

In the new group philosophy **“Look Beyond”**, we have redefined the value that we should provide and the reason why the AGC Group exists as “Our Purpose.”

In addition, we have updated “Our Shared Values” to reflect the times, and have clarified them as the principles of conduct that each and every member of the AGC Group should share.

The group philosophy **“Look Beyond”** is the basis for all of our activities.
By understanding and embodying it as your own, let’s work together to realize the AGC Group’s future vision.

Group Philosophy and Brand Statement Synergy

Sharing ***“Look Beyond”*** throughout the AGC Group and executing ***“Your Dreams, Our Challenge”*** for our stakeholders

Brand Statement

How all AGC Group members are expected to embody our spirit for external stakeholders

The AGC Group brand statement is a straightforward expression of the AGC Group's corporate attitude and aspirations.

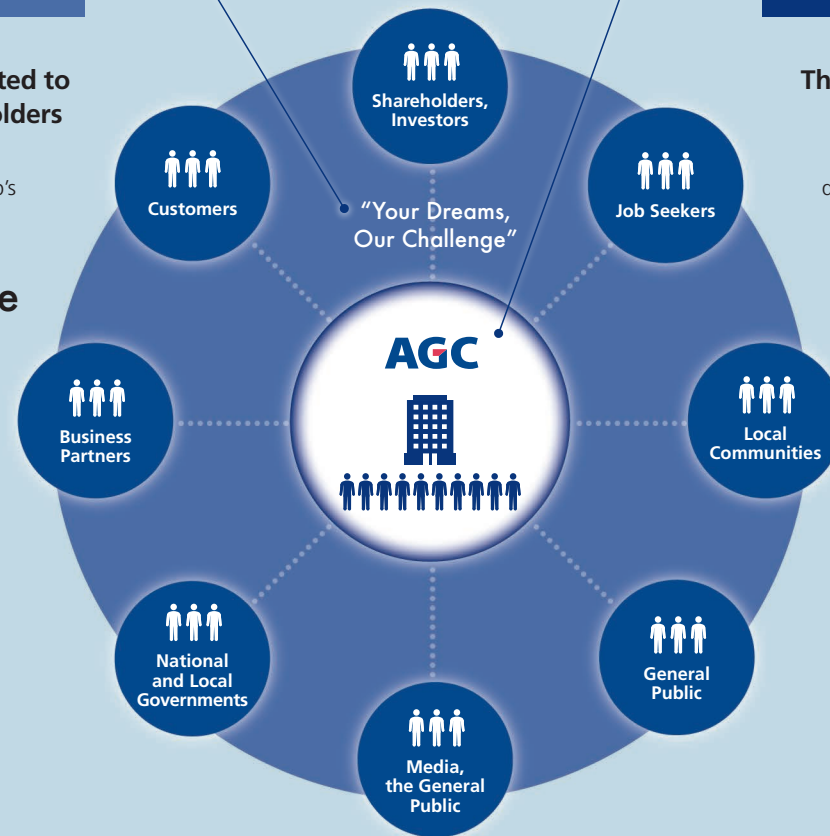
Your Dreams, Our Challenge

**Never take the easy way out,
but confront difficulties
Trust is the best way to inspire people
Strive to develop technologies
that will change the world
A sense of mission leads us to advance**

For more than a century,
AGC has been guided by this founding spirit.

Our unique materials,
solutions and reliable partnerships have
facilitated leading innovations
across diverse industries and markets.

Today, by working with others to combine
knowledge and advanced technology,
we help make ever greater achievements possible,
and bring bolder ideas to life.



Group Philosophy

The values all AGC Group members share and implement in their daily work

The Group Philosophy expresses our desire to demonstrate the Group's abundant overall potential and continue providing value to the world.

“Look Beyond”



AGC Group Philosophy ***“Look Beyond”*** Guidebook

Inquiries related to this guidebook
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Your Dreams, Our Challenge