ESG Briefing

Value Creation Model and Management Capital

AGC Inc.

September 26, 2025

Your Dreams, Our Challenge

Agenda

1 **Corporate Overview**

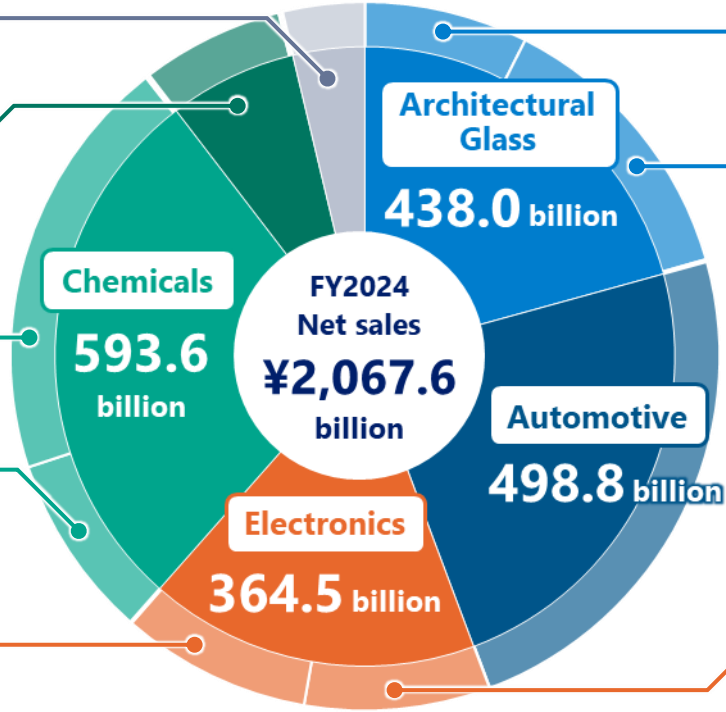
2 Value Creation Model

3 Management Capital

- Intellectual Capital
- Human Capital

4 Appendix

Business Segments



Ceramics & Others
79.1 billion

Life Science
141.2 billion

Essential Chemicals
411.8 billion

Performance Chemicals
178.0 billion

Electronic Materials
183.6 billion

Asia
157.9 billion

Europe &Americas
277.7 billion

Displays
179.2 billion

* As net sales by business are before the deduction of eliminations, the sum of net sales by business does not equal Companywide net sales.
Sales to external customers are used for subsegment sales

Regional Segments

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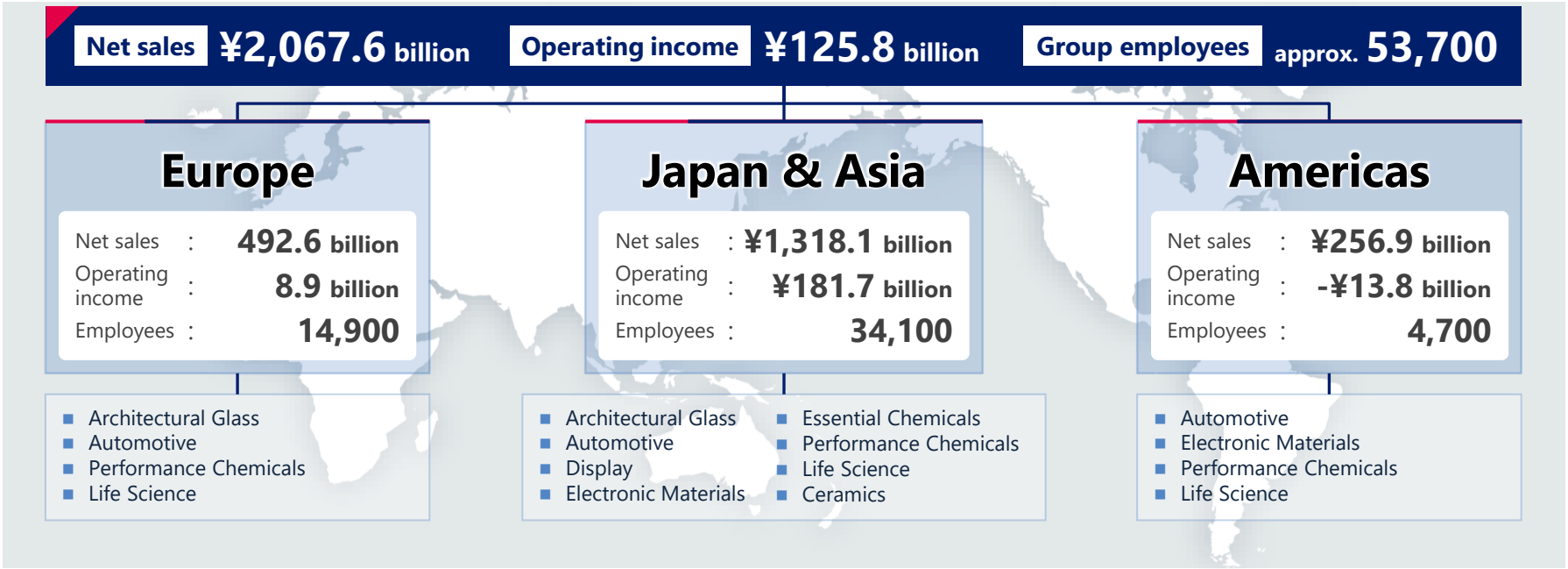
- Business spans over 30 countries and regions

(FY2024)



* Americas includes North, Central and South America.
* Because the figures for sales and profits by region are before eliminations and common regional expenses, the sum of sales and profits by region does not correspond to the total sales and profits of the Company.

Evolution of Products and Services

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- We have continued to provide materials and solutions that meet the needs of each era.

Construction boom (Japan)

World War I

Motorization/ Coming of the era of TV

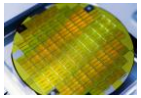
Increased awareness of the environment and health

Advances in biotechnology

Advances in digital and communications technology

Diversification of drug discovery modalities

Full-scale spread of IoT



Next-generation semiconductors and high-speed communications

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

Foundation of Asahi Glass
Flat glass business

Refractory bricks for glass melting furnace (ceramics business)

Soda ash for glass raw materials (chemicals business)

Automotive glass

Television picture tube

Ion exchange membrane for caustic soda production

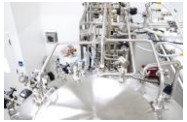
Small molecule pharmaceuticals and agrochemicals intermediates

Alkali-free glass for LCD

Alkali-free glass for LCD

Alternative CFCs that do not destroy the ozone layer

Filters for tone correction for digital cameras



Biopharmaceuticals CDMO

CMP slurry for semiconductor processes

Cover glass for car-mounted displays

Chemically strengthened glass for smartphone

Low GWP environmentally friendly solvent

EUV photomask blanks

Glass antenna that transforms windows into cellular base stations

Group Philosophy

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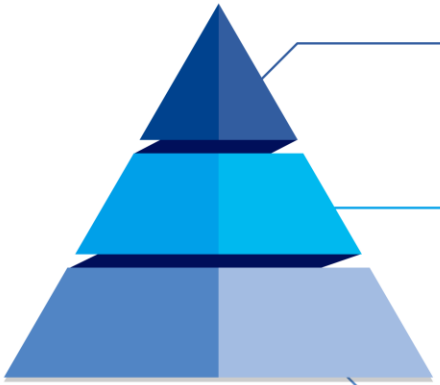
The aspiration at the time of founding → **Inherited thoughts** → **Now**

I want to contribute to the development of society through the domestic production of flat glass.

創業者　岩崎俊彌

Take on difficult challenges with determination

"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.

Our Shared Values

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

Our Spirit

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

1 Corporate Overview

2 Value Creation Model

3 Management Capital

- Intellectual Capital
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4 Appendix

AGC Group's Value Creation Model

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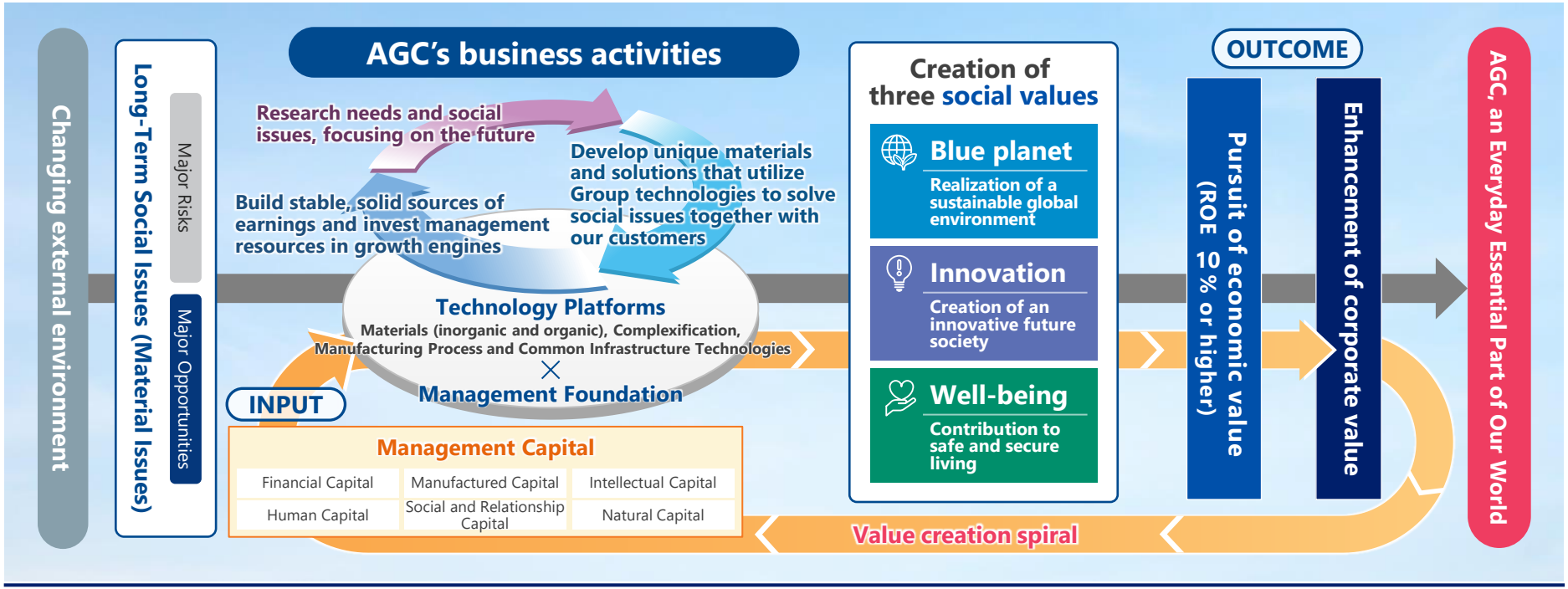
- Practicing long-term management based on Group Philosophy ***"Look Beyond"***
- Pursuing economic value through the creation of social value, aiming to enhance corporate value



AGC Group's Value Creation Model

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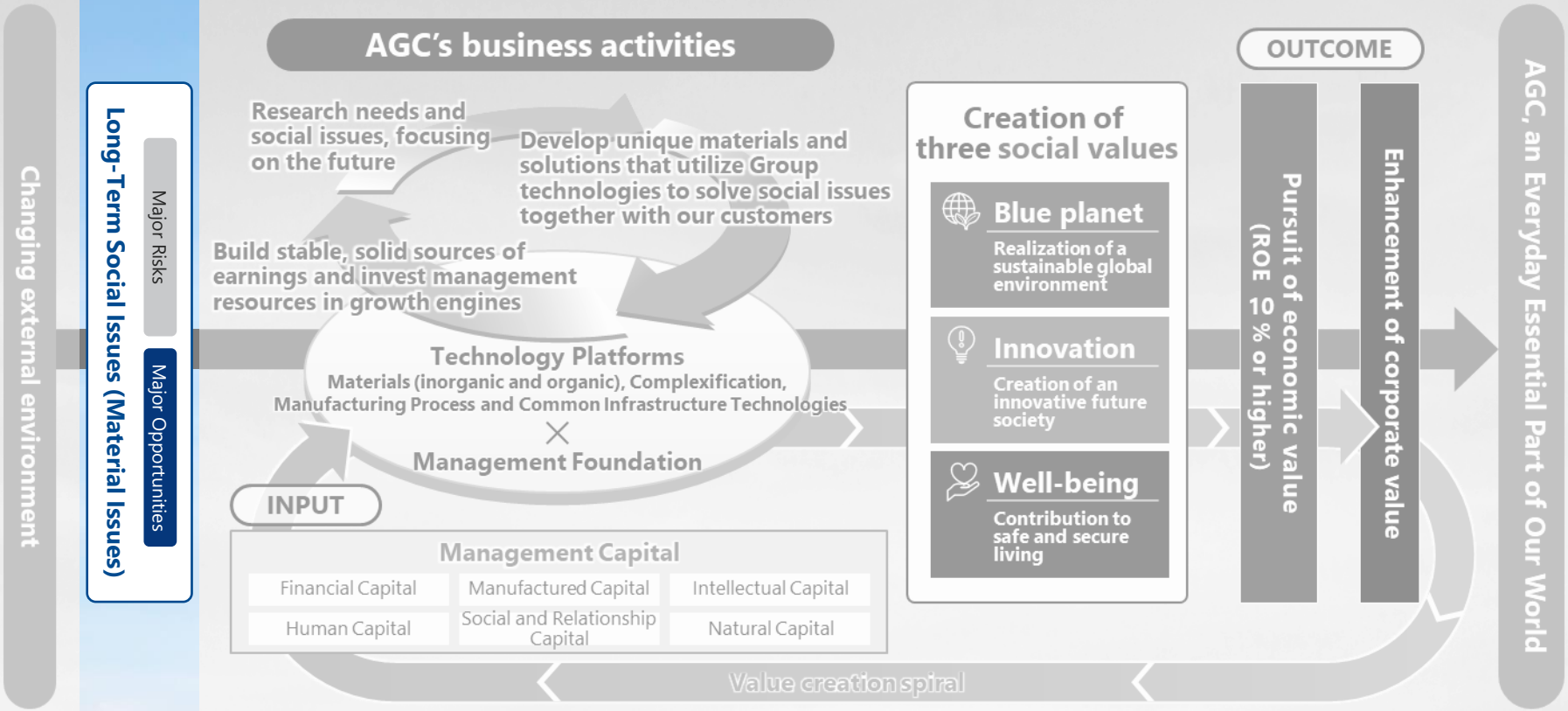

AGC Group's Long-Term Social Issues (Materiality)

- Aiming to contribute to the realization of a sustainable society while achieving the AGC Group's sustainable growth, we have identified 10 key risks and opportunities as long-term social issues (materiality).
- They serve as the basis for setting sustainability goals and are reflected in our management strategy.

Long-Term Social Issues (Materiality)

Major Risks Social issues to be solved through sound corporate activities	■ Addressing climate change ■ Using resources effectively	■ Creating socially and environmentally conscious supply chains ■ Ensuring fair and equal employment and workplace safety ■ Considering relationships with local communities and the environment
Major Opportunities Social issues to be solved through products and technologies		■ Developing social infrastructure ■ Achieving safe comfortable mobility ■ Addressing food crises ■ Building an info-oriented, IoT-society ■ Meeting the needs of a health-focused, long-lived society

AGC Group's Value Creation Model

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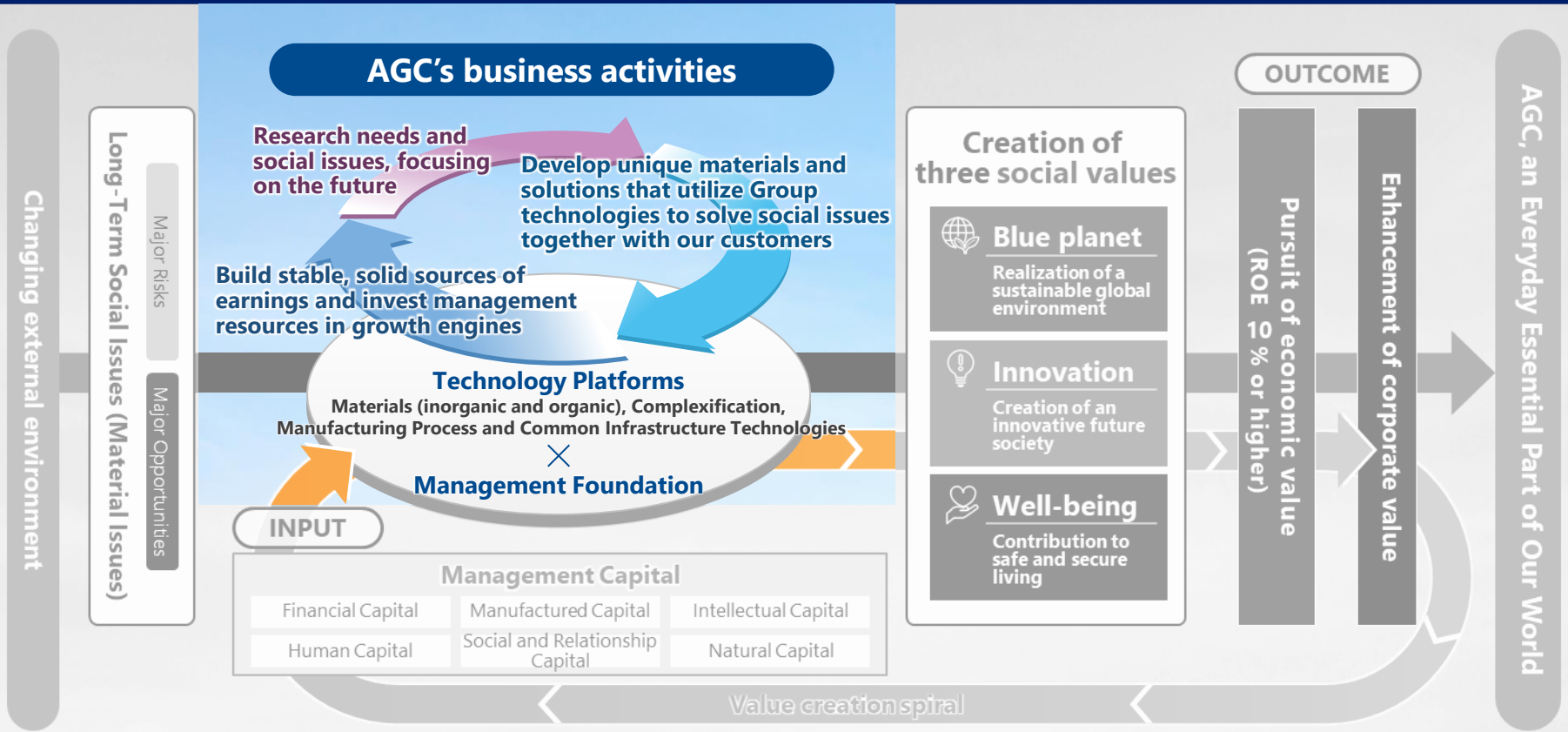

AGC Group's Business Activities

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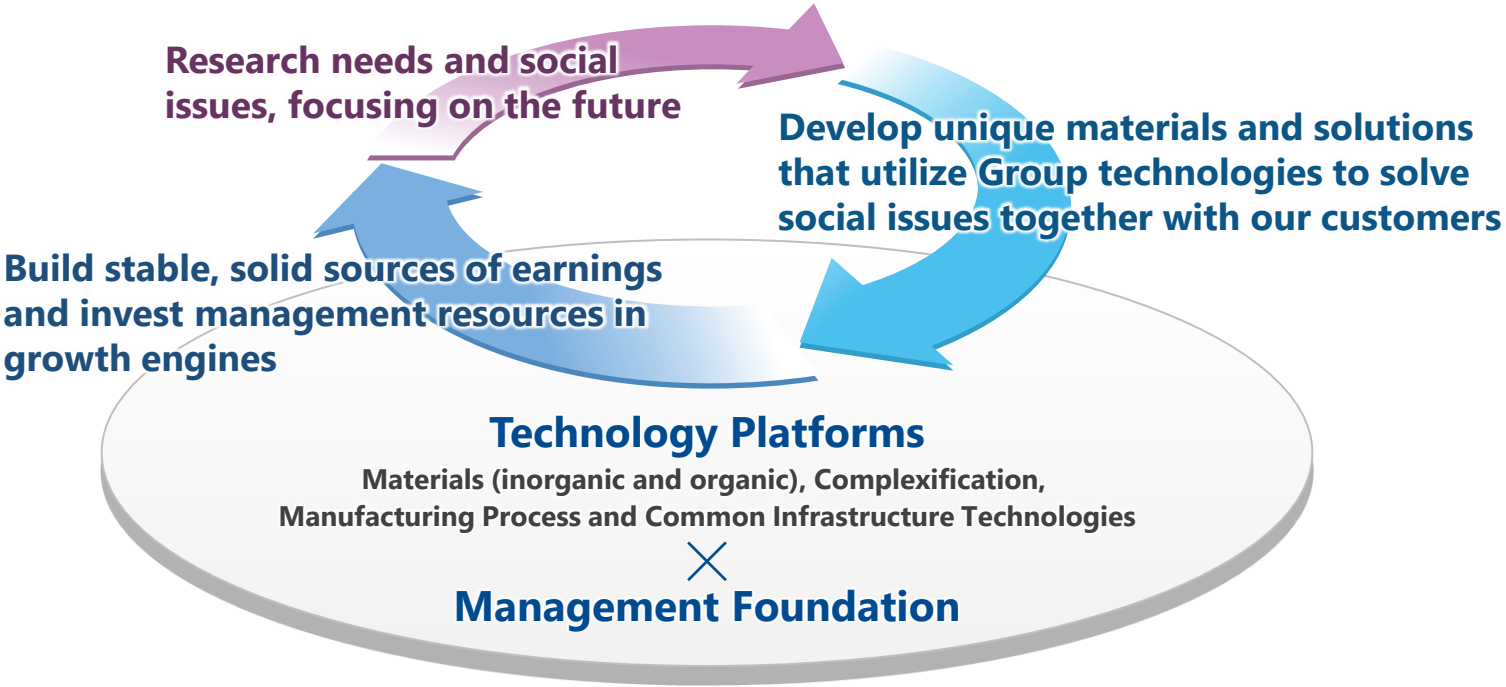
- Based on our unique, robust technological platforms and management foundation, we cycle through exploration, development, and resource allocation.



AGC Group's Value Creation Model

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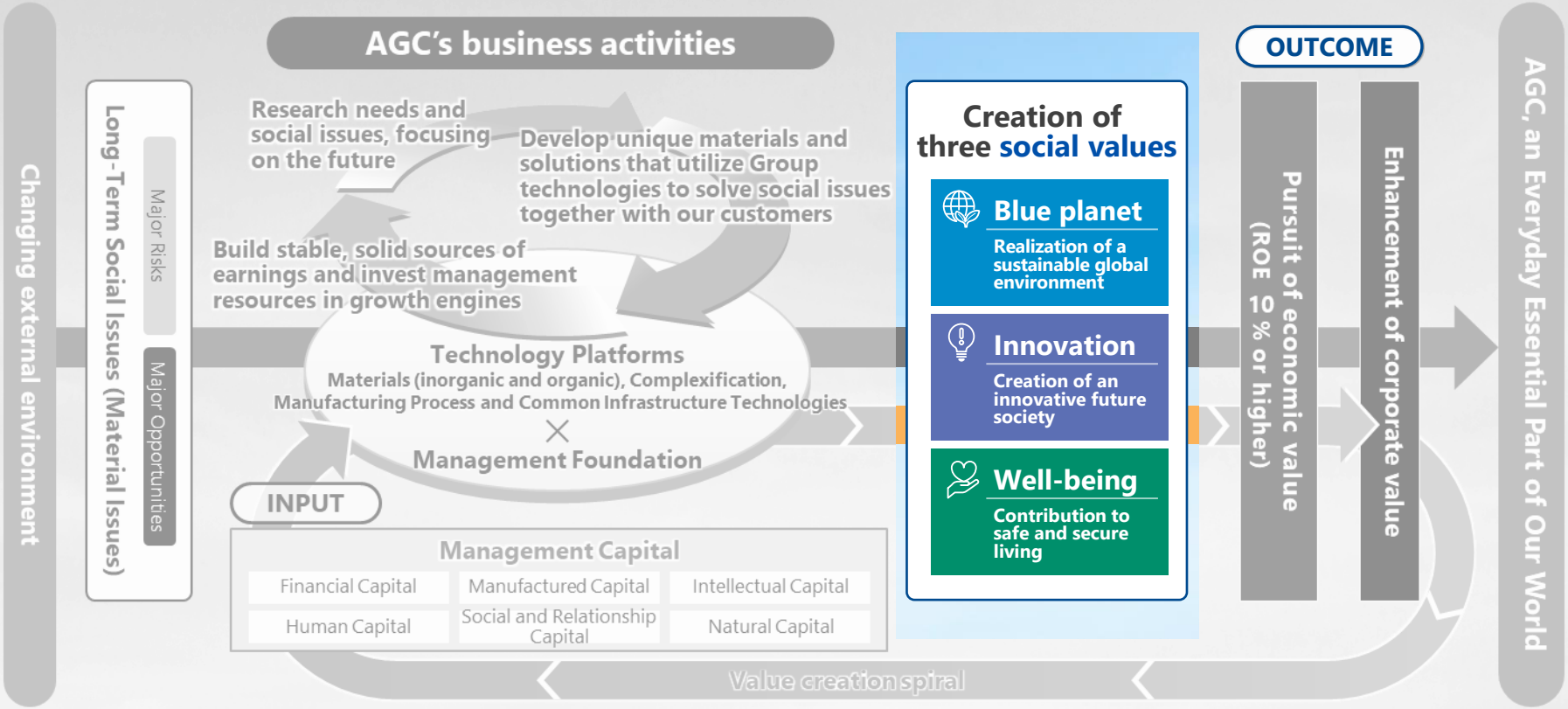

Three Social Values the AGC Group Wishes to Create

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- We aim to create three social values through our products and technologies with a focus on Major Opportunities.

Creation of the three value

Blue planet

Realization of a sustainable global environment

We contribute to the sustainability of the planet on which all life depends by **reducing the environmental impact of our products from raw material procurement to use by customers.**

Innovation

Creation of an innovative future society

We contribute to the creation of innovative future society by **providing materials and solutions that support the world's most advanced technologies.**

Well-being

Contribution to safe and secure living

We contribute to safe, secure, comfortable, and healthy lives by **providing products necessary for daily life, infrastructure, and healthcare in a more stable manner.**

AGC Group's Value Creation Model

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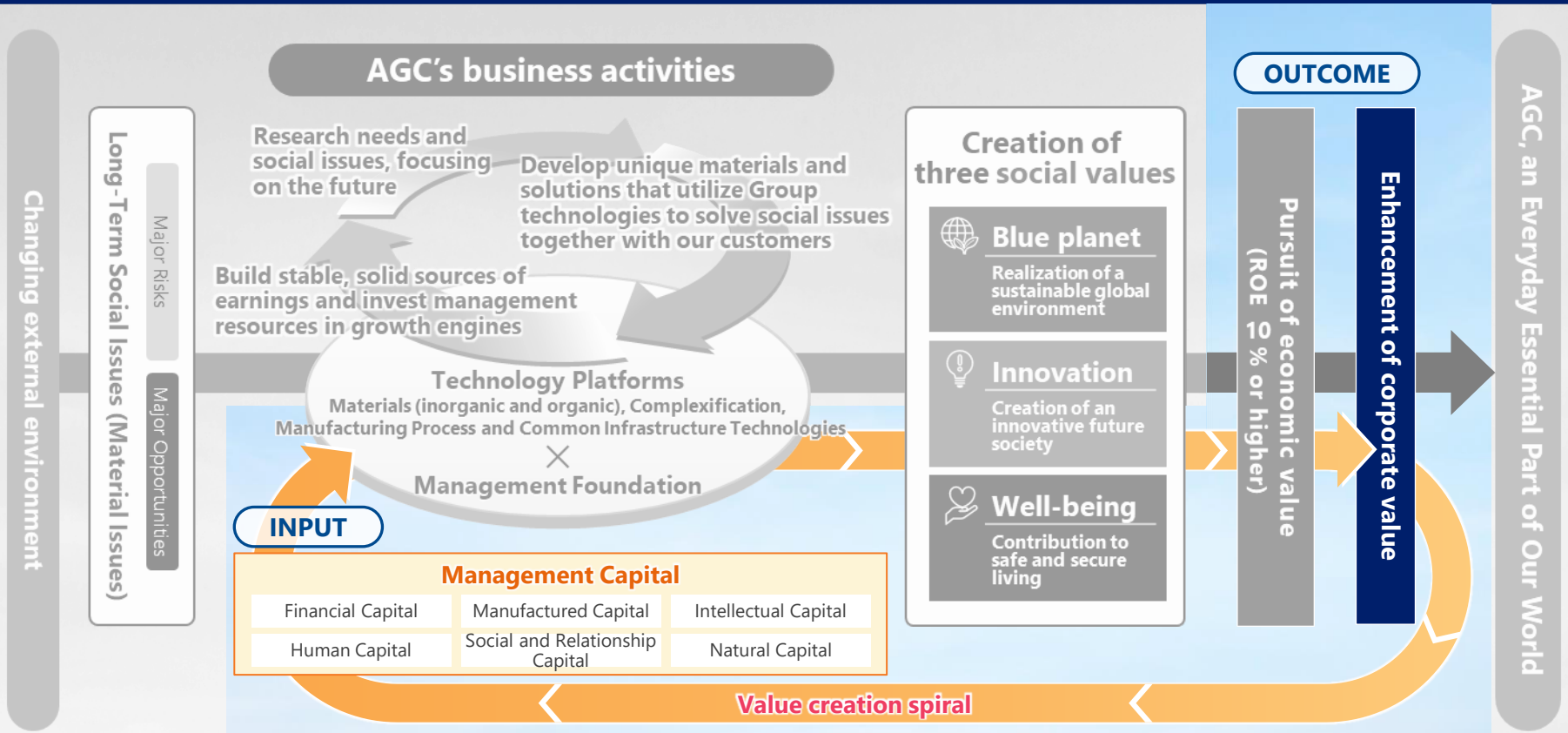
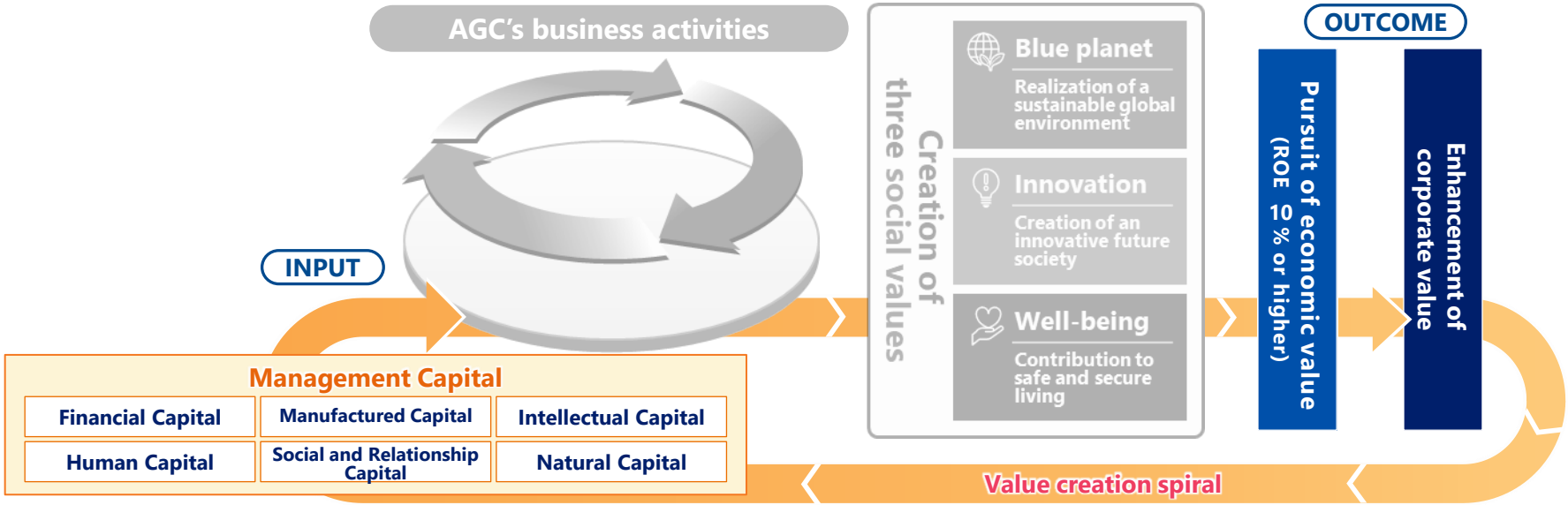


Value Creation Spiral and Management Capital

- By circulating Value Creation Spiral that enhances corporate value through business activities, we achieve continuous value creation.
- By investing the management capital cultivated through this process into business activities, we further strengthen and accelerate the spiral cycle.



AGC Group's Management Capital

- Strengthen the six management capitals that are the source of value creation and maximize value creation through business activities.
- Details for Intellectual Capital and Human Capital in the next section.

	AGC Group's Philosophy and Goals
Financial Capital	■ Quickly achieve ROE of at least 8% from 2027 onward ■ In 2030, operating profit of 300 billion yen or more, Strategic Business operating profit of 60% or more, ROE stable at 10% or higher, and D/E ratio of 0.5 or less
Manufactured Capital	■ Emphasizing production technology and equipment development in collaboration with product development
Intellectual Capital	■ Technology development that anticipates customer needs ■ Build a strategic intellectual property portfolio and appropriately protect and utilize technological development outcomes as intellectual property ■ Accelerating value creation through DX

	AGC Group's Philosophy and Goals
Human Capital	■ Execute initiatives aligned with management strategy ■ Planning and executing initiatives based on "AGC People: Driving our Growth!" ■ Monitoring numerical targets
Social and Relationship Capital	■ Delivering new value through collaborative innovation
Natural Capital	■ Reduce environmental impacts throughout the entire life cycle of products, technologies, and services ■ Achieving both a sustainable society and our company's growth

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- **Intellectual Capital**
- Human Capital

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Unique Materials and Solutions

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AGC's technological strengths

Material technologies with unique advantages (inorganic/organic), design and processing technologies enabling high functionality, black-boxed manufacturing technologies (glass processes, chemical processes, bioprocesses), and common infrastructure technologies.

Technology Platforms

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

Inorganic Materials (Glass, Ceramics)

- Architectural glass
- Energy-saving glass (insulating glass/double glazing)
- Ceramics (refractories materials) → (Fine Ceramics)
- Automotive glass
- CRT TV glass → TFT display glass
- Specialty glass (Silica glass / lenses, etc.)

Functional Design and Processing Technology (Forming, Polishing, Surface Treatment, Joining, etc) → **Complexification**

- EUV Photomask blanks
- Cover glass for in-vehicle displays
- IR absorption glass filter

Organic Materials (Fluorine etc)

- Essential chemical products (PVC etc.)
- Functional chemical products (fluorine-related products)
- Pharmaceutical and agrochemical intermediates and active ingredients

Biotechnology

- Biopharmaceuticals CDM
- Microbial and mammalian cell cultures
- Genetic recombination
- Bioprocess technology

Next-generation areas

- Mobility
- Information communication
- Environment & Energy
- Next-generation bio

Manufacturing Technology: Plant engineering/ Process technology/ *Monozukuri** capabilities (Know-how for stable mass production)

Common infrastructure technology: Analysis technology/ Simulation technology/ DX related technology

*Quality manufacturing

Intellectual Capital of AGC Group (Technology Platforms)

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- Core technology cultivated over more than 115 years form the core of AGC Group's intellectual capital.

Core Technology

Core Technologies

Material Technology	Functional Design	Production Technology
Glass materials	Surface functional design	Glass melting and forming processes
Ceramic and inorganic materials	Electrochemistry	Glass fabrication and composite processes
Organic and fluorine materials	Composites of different materials	Coatings
Polymer materials	Circuit and antenna design	Chemical process
		Resin molding
		Pharmaceutical drug substance manufacturing
		Bioprocessing

Common Basic Technologies

Analysis and Evaluation | Simulation | Data Science | Sensing | Plant Engineering | Smart Factory

Research and Development that Forms the Core of Intellectual Capital

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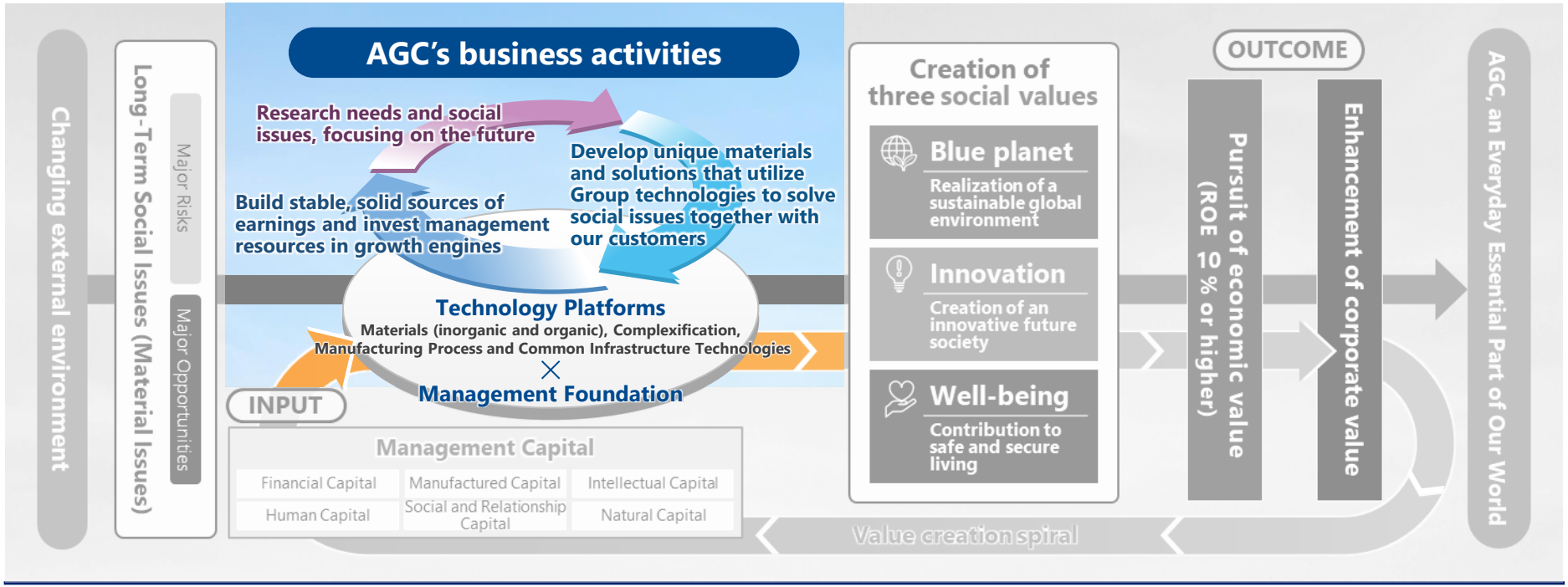
- Among various business activities, R&D forms the core of intellectual capital utilization and enhancement.



Business and Technology Outlook (BTOL)

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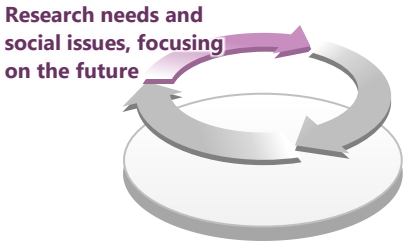
- Explore both market and technology with future growth potential through the “Business and Technology Outlook (BTOL)” initiative
- We selected “Seven Key Technology Fields” and their corresponding “Focus Areas.”



Business and Technology Outlook (BTOL) Initiative

Macro Trend Analysis
(Society, Industry, Technology)

Selection of
Seven Key Technology Fields
Focus Areas

Identification of promising products and R&D themes for our company based on marketability, social issues, and suitability

Identification of technologies to acquire and collaboration partners

Annual review and revision

Seven Key Technology Fields and Focus Areas

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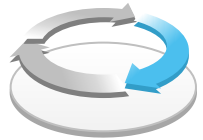
- Through BTOL activities, seven key technology fields and 21 corresponding focus areas were selected.



Next Growth Drivers

Next Gen. Life Science	Next Gen. Electronics	Next Gen. Mobility	Environmental & Energy
CDMO Process Technology for Antibody Drugs	Next Gen. Interface & Sensing Components	Advanced functional glazing	Energy Storage Components
CDMO modality development	Semiconductor Related Materials	On-board Sensing & Communication	Hydrogen Energy Components
Pharmaceuticals raw materials	Telecommunication Components	xEV Components	Components for Renewable Energy & Energy Saving

DX & Environmental

Digital Revolution	Environmentally Friendly Organic Materials Process	Environmentally Friendly Inorganic Materials Process
Digital infrastructure	Sustainable Functional Materials	Resource Circulation
Development and Prototyping	Sustainable Process	Environmentally friendly ceramics production process
Design and Manufacturing	Carbon Net Zero	Environmentally friendly glass melting process

Seven Key Technology Fields and Technologies of Focus Areas

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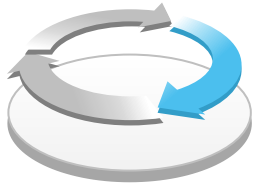
Key Technology Fields	Focus Areas	Technology: Present → 2040
Next Generation electronics	Next-gen. interfaces and sensing components	Next Gen. IRCF; AR/VR Materials
	Semiconductor related materials	EUV Mask Blanks; Carrier Glass; Glass Core
	Telecommunication components	Next Gen. CCL; Co-Package Optics
Next Generation Mobility	xEV components	Materials for EVs
	On-board sensing & communication	Components for ADAS Sensing; On-board Antenna
	Advanced functional glazing	Active glazing
Next Generation life science	CDMO Process technology for antibody drugs	Pharmaceutical CDMO; Process Monitoring
	CDMO modality development	Antibodies & Proteins; CGT; mRNA
	Pharmaceutical raw materials	LNP
Environment & Energy	Energy Storage Components	Solid-State Battery Materials
	Hydrogen Energy Components	PEMFC Materials; PEM Water Electrolysis Materials; AEM Water Electrolysis Materials
	Components for Renewable Energy & Energy Saving	Insulating glass; BIPV



Seven Key Technology Fields and Technologies of Focus Areas

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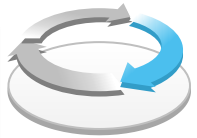

Key Technology Fields	Focus Areas	Technology: Present → 2050
Environmentally Friendly Organic Materials Process	Sustainable Functional Materials	Alternative Materials Development
	Sustainable Process	PFAS Compliance; Recycled Fluoropolymer
	Carbon Net Zero	Materials for CO2 Capture; CCU; DAC; CO2 Separation from Glass Furnace
Environmentally Friendly Inorganic Materials Process	Environmentally friendly glass melting process	Hybrid Melting Technology; All Electric Furnace; Clean Gas Combustion
	Environmentally friendly ceramics production process	Energy Saving Ceramics Process; Ceramics Recycling
	Resource Circulation	Cullet Recycling
Digital Revolution	Digital infrastructure	Generative AI; Ultra-optical sensing; Quantum Computing
	Development and Prototyping	MI・PI Fundamentals; Automated Experiments; Prototyping Automation
	Design and Manufacturing	Digital Twin; Unmanned Operation; Virtual Manufacturing; Autonomous Factory

Research and Development Enhancement: Supporting Concepts and Initiatives

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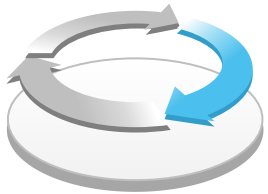
- Strengthening research and development is a key element in advancing sustainability management.
- Accelerate research and development enhancement by pursuing DX and open innovation.

Concepts and Initiatives	Description	Examples
Sustainability Management	Corporate management practices to enhance sustainability of AGC Group	■ Development of plant engineering technologies contributing to GHG reduction ■ Development and expansion of environmentally friendly products ■ Material development contributing to technological innovation ■ Diversification of talent and efficient work practices
Strengthened Competitiveness through Accelerated DX	Advancing digital transformation technologies to improve operational efficiency and enhance competitiveness	■ Utilize digital technology across diverse business functions to transform operations through DX
Open Innovation	Accelerate the development of innovative materials and solutions through collaboration with internal and external partners	■ Global operations of new business exploration hubs ■ Establish co-creation hubs with customers and external partners

Development of Plant Engineering Technologies Contributing to GHG Reduction

- Implement energy-saving technologies, reduce emissions from glass melting furnaces, and transition power sources to renewable energy, all while ensuring economic rationality.



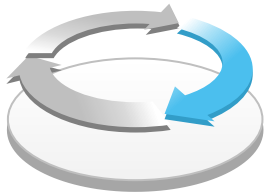
Roadmap for GHG Emission Reduction Technologies in Float Glass Melting Furnaces

		2019	2030	2050
Europe & Americas	Large furnaces (Architectural and Automotive glass)	Fuel conversion from Heavy oil to Natural gas	Installation of electric booster *1 → Introduction and deployment of hybrid furnaces *3 Start of demonstration tests, introduction, and deployment of clean fuel *2 → Utilization of carbon recycling, cullet recycling, technology, etc.	Toward carbon-neutral glass production, combining and optimizing each element • Electrification • Energy Saving • Clean Fuel • Carbon recycling • Cullet recycling
Asia	Small & Mid-size furnaces (Displays, etc.)	Oxygen Combustion	Introduction and deployment of energy-saving technologies Installation of electric booster *1 → Start of demonstration tests, introduction, and deployment of electric melting furnace	

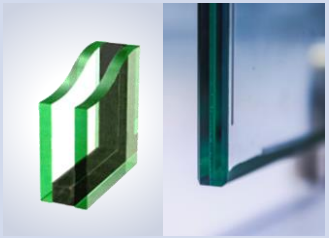
*1 : Energized auxiliary heating *2 : Ammonia, Hydrogen etc. *3 : Energy sources are provided by a combination of electricity and fuel

Contribution for Environment and Energy Sectors

- Focusing on the development and expansion of high-value-added products that respond to heightened environmental awareness.



Products Contributing to the Environmental and Energy Sectors

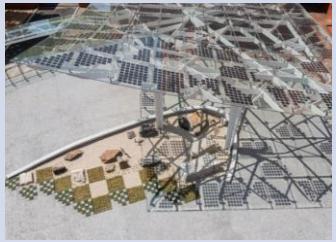


Heat Insulating Glass

High thermal insulation performance contributes to reducing GHG emissions from buildings.

Environmentally Friendly Refrigerants and Solvents

Next-generation refrigerants with low global warming potential (GWP*) that are gentle on the ozone layer contribute to preventing climate change.



Building Integrated Photovoltaics Glass

By achieving both energy-generating performance and aesthetic appeal, it contributes to resolving constraints on solar panel installation sites in urban areas.

Polymer Electrolyte for Fuel Cells

With its high power generation performance and durability, it contributes to the widespread adoption of fuel cell vehicles and the realization of a hydrogen society.

* GWP (Global Warming Potential) is a coefficient indicating how many times greater the greenhouse effect is compared to CO2.

Contributing to the Realization of Technological Innovation

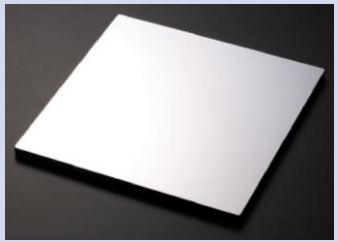
- We develop and provide essential materials and solutions to realize world-leading technological innovation by pooling our intellectual capital cultivated over many years.

Examples of Products for Cutting-edge Semiconductor Manufacturing

The Evolution of Next-Generation Semiconductors

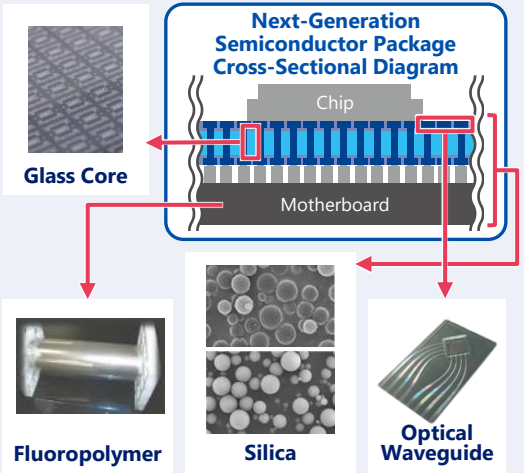
Ceria Slurry for Semiconductor CMP Process
AGC delivers slurries an

Leveraging our strength in the fully integrated manufacturer from abrasive production, we provide meticulous material solutions tailored to customer requirements.



EUV Photomask Blanks

Manufactures blanks for cutting-edge semiconductor production, from glass materials to coating films. Also develops production technologies and materials for next-generation blanks.



Glass Core

The package substrate, which handles signal input/output and protection for IC chips, is transitioning from conventional resin materials to glass materials that offer superior rigidity and other properties.

Silica and Fluoropolymer

Further enhancing the functionality of silica and fluoropolymer, which have accumulated R&D expertise, for advanced semiconductors

Optical Waveguide

One of the key technologies for next-generation semiconductor packaging. Currently under development using AGC's low-loss materials. Expected to find diverse applications in high-speed communications for data centers and sensing applications.

Strengthened Competitiveness through Accelerated DX

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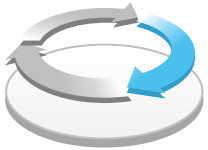
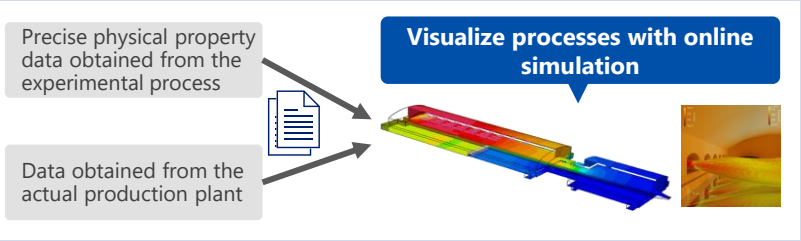
- Strengthening competitiveness through the optimization of manufacturing processes and the streamlining of quality inspections using digital technology.



Utilization of Digital Twin Environments in Glass Melting Furnaces

Visualize processes with online simulation

By inputting proprietary, precise physical property data and actual machine process data, we have built a digital twin environment that reproduces, predicts, and operates the glass melting process—which is difficult to measure directly. Visualizing the process enables optimization of the melting furnace operation.



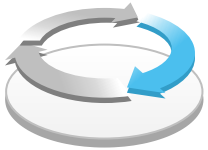
Reducing Front Windshield Quality Inspection Process Time

High-precision defect detection and full automation of inspection processes

Through the development of a proprietary inspection machine model combining anomaly detection AI technology with rule-based image processing algorithms in windshield manufacturing, we achieved high-precision defect detection and full automation of the inspection process.

Strengthened Competitiveness through Accelerated DX

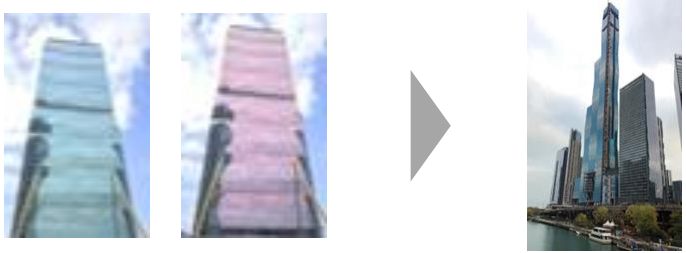
- Utilizing simulation technology to significantly reduce lead times for business negotiations and material development.



Streamlining Sales Activities Through Simulation and AR/VR Technologies

Reducing Time from Product Specification Review to Prototype Manufacturing

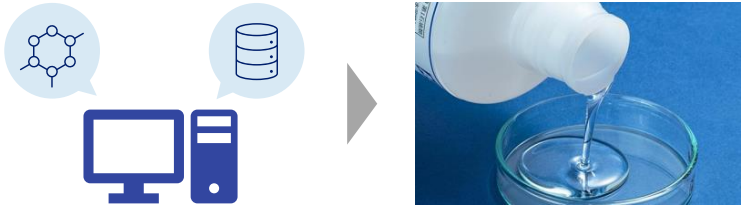
By using simulation technology to recreate the visual of architectural glass products installed on a property, we shorten the lead time required to finalize product specifications, enabling prototype glass samples to be manufactured on the day of the meeting.



Materials Informatics-Driven Material Development

Reducing material development lead times

By leveraging an experimental database system with electronic lab notebook functionality and Materials Informatics (MI)*, we have significantly reduced material development lead times.



*By applying computational science and information science to material development and composition development, we can significantly streamline material development.

Promotion of Open Innovation

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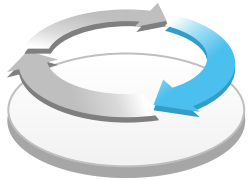
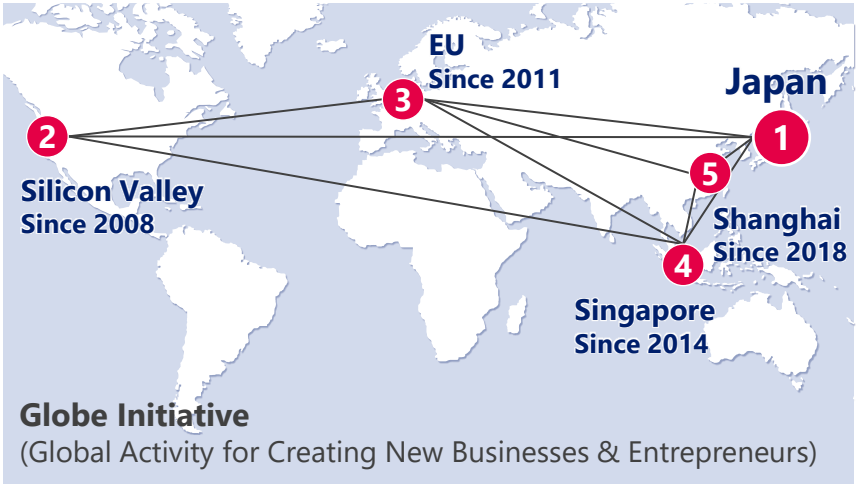
- We have established the Yokohama Technical Center to promote the creation of unique materials and solutions through open innovation, facilitated by co-creation with customers and technical exchanges with external partners such as academia.
- In addition to the above, we have established open innovation hubs globally to explore new businesses and technologies.



Open Innovation at Yokohama Technical Center

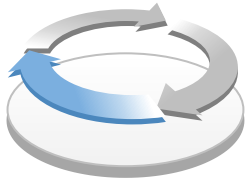
New Business and Technology Exploration Hub



Globe Initiative
(Global Activity for Creating New Businesses & Entrepreneurs)

Three Directions for Research and Development

- Conduct research and development in three directions based on existing businesses and technologies.
- We prioritize leveraging our existing intellectual capital and do not pursue the development of entirely new businesses in uncharted territory.



Three Directions for Research and Development

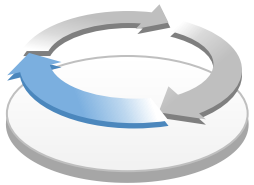
Existing Business and Technology

Seven Key Technology Areas and Focus Areas

1. **Leverage existing capabilities to enter new markets**
2. **Next-generation and new product development within existing businesses**
3. **Production and Basic Technology Innovation**

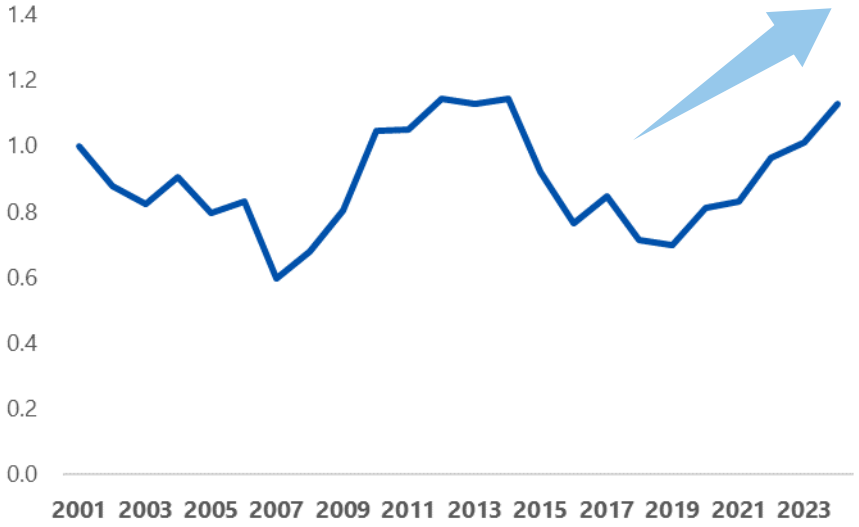
Patent Acquisition and Utilization

- We aim to build a strategic intellectual property portfolio through patent acquisition, and further increase licensing revenue through patent utilization.
- Both patent applications and licensing revenue are currently on an upward trend.

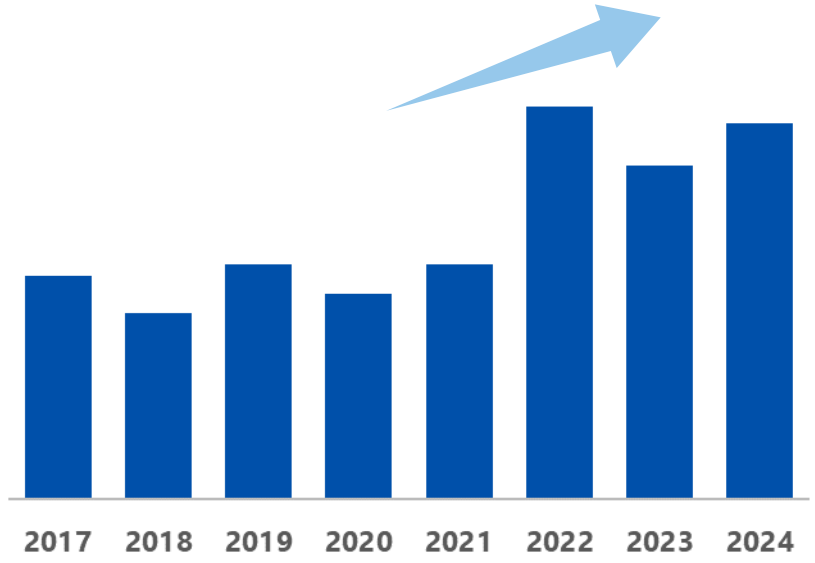


Number of Patent Applications

(Index trend with 2001 applications set to 1)



Patent Licensing Revenue Trend



1 Corporate Overview

2 Value Creation Model

3 **Management Capital**

- Intellectual Capital
- **Human Capital**

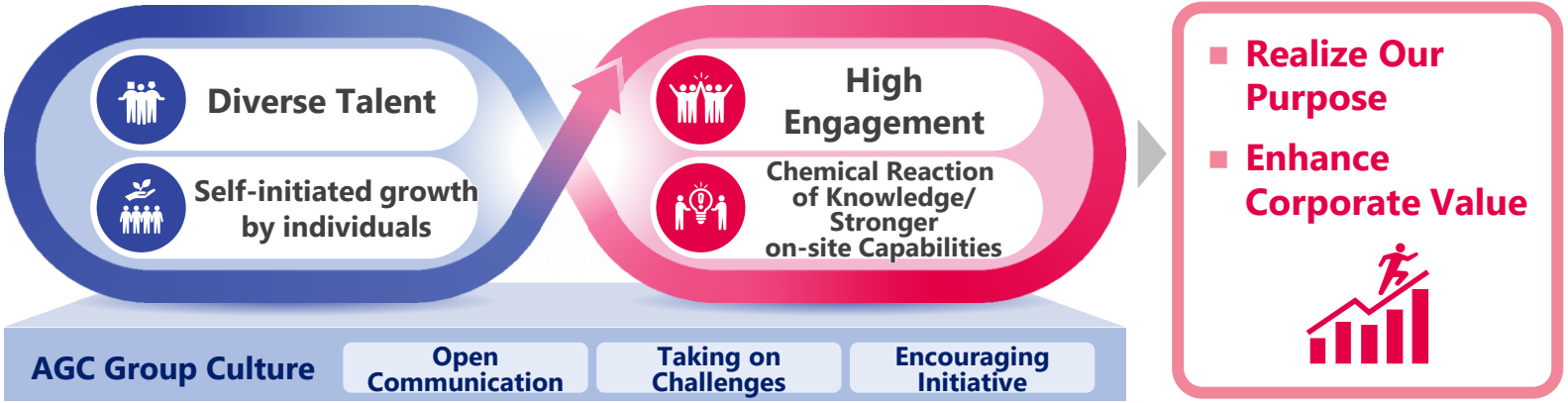
4 Appendix

Promoting Human Capital Management

- Through diverse talent, we realize our corporate purpose and achieve sustainable corporate growth.

AGC People: Driving our Growth!

- Our corporate culture places importance on open communication, taking on challenges, and encouraging initiative. We will unlock the unique strengths and abilities of each individual and encourage continuous learning and professional development.
- A highly engaged organization with constantly improving individuals will enhance corporate value by utilizing external and internal collaboration to promote chemical reaction of knowledge and stronger on-site capabilities.



Human Capital Initiatives and Medium-term Management Plan

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- Initiatives based on "AGC People: Driving our Growth!" accelerate the realization of the Medium-term Management Plan
- Establish concrete measures and quantitative numerical targets for effect measurement, steady execution and monitoring

Elements of AGC's human capital management, "AGC People: Driving our Growth!"	Examples of Human Capital Initiatives
Diverse Talent	■ Securing, developing, and retaining management talent ■ Ensuring and cultivating diversity in human resources
Self-initiated growth by individuals	■ Skill Map / CNA (Cross-divisional Network Activity) ■ Challenge Career System, internal and external secondary job system
Improving Employee Engagement and Fostering Corporate Culture	■ Periodic engagement surveys and score improve measures ■ AGC Group CEO Awards
Chemical Reaction of Knowledge/ Stronger on-site Capabilities	■ Promotion of innovation by initiatives to develop technology talent ■ DX talent development and improvement activity initiatives ■ Initiatives to develop human resources to realize intellectual property strategies

Examples of important themes	4 Pillars of Medium-term Management Plan
Strengthening the next generation of management candidates	**Evolution of "ambidextrous strategy"**
Securing talent to support business portfolio transformation	**Deepening of Sustainability Management**
Improvement of employee engagement	**Promotion of value creation DX**
	Strengthening of the management foundation (Promotion of Human Capital Management)

Management Talent: Identification, Development and Retention

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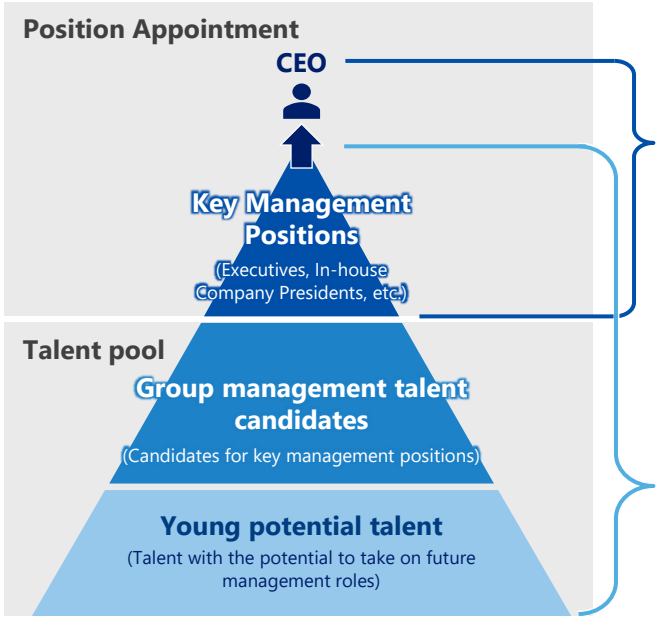
- Identify next-generation management talent with a long-term perspective and implement systematic development and placement

Decision-making Body for Personnel Placement in Key Management Positions

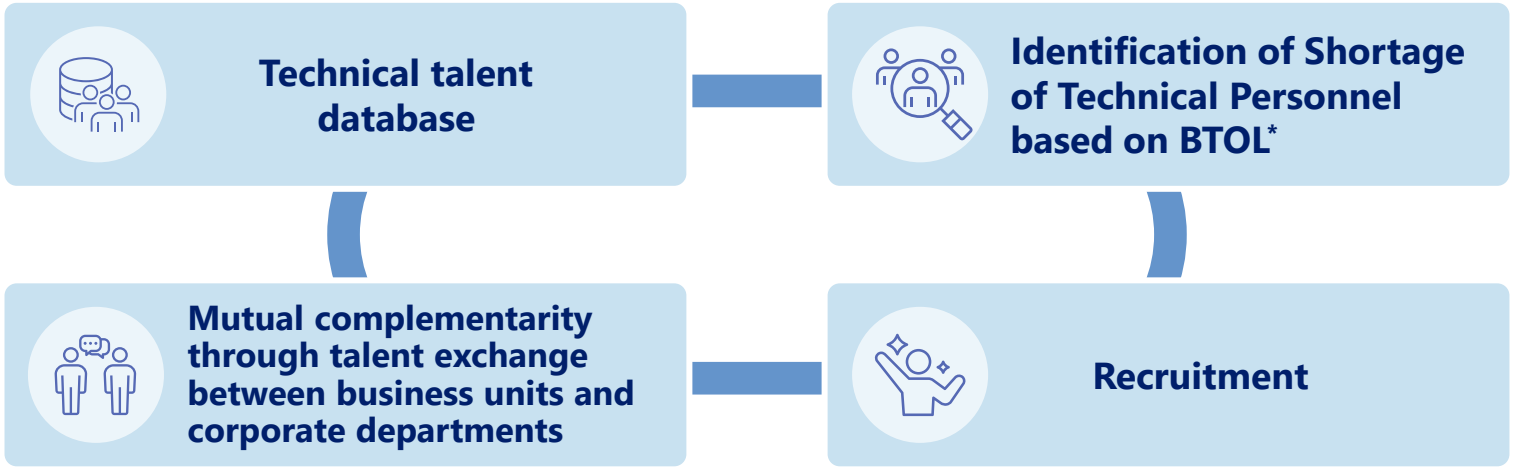


Decision-making Body	Attendee	Overview	Prioritized Experience and Specific Development and Placement Measures
Nominating Committee	Independent Director CEO Chairman	■ Develop succession plans for the President and other executive officers and review their development status ■ Recommend candidates such as the CEO to the board of directors	■ **Experience in cross-departmental and cross-regional key positions** ■ 360-degree evaluations and assessments aimed at supporting growth ■ Participation in training sessions led by outside directors
HR Committee	CEO CFO CTO GM of Human Resources Div. In-house Company President	■ Held seven times a year ■ Discussing the discovery and development of management talent ■ **Based on the results of the discussion, the CEO will recommend candidates to the nomination committee.**	■ **Career experience focused on becoming a management candidate (experience across multiple businesses, participation in global management and projects, etc.)** ■ Participation in the group management talent development program

Optimization of the Talent Portfolio

- Identify optimal talent and pinpoint internal skill gaps, then enhance business competitiveness through strategic placement and recruitment based on these findings.

Optimizing the Talent Portfolio (Example: Technical Talent)

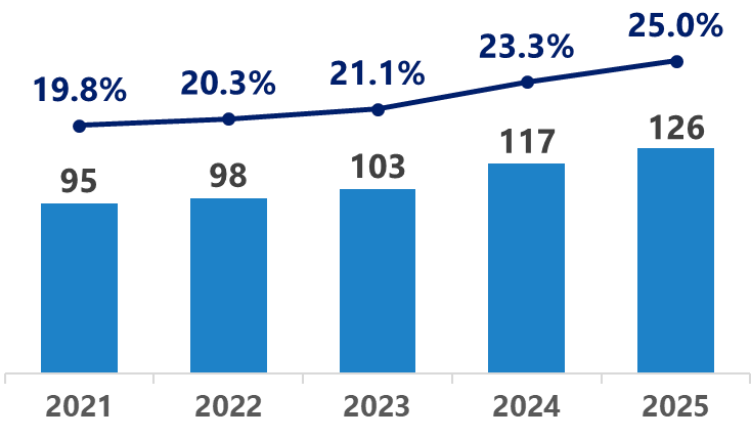


* Business and Technology Outlook

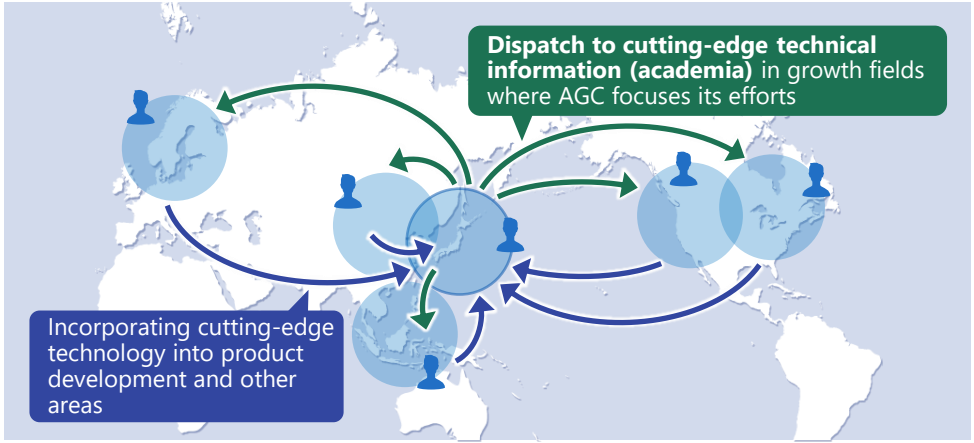
Securing and Utilizing Technical Talent

- 30%[*1] of members in the Technology Division hold a Ph.D.
- Ph.D. holders participate in the world's most advanced research networks, contributing to the creation of next-generation businesses and the establishment of competitive advantages in growth areas.

Ph.D. holders in the Technology Division[*2]



Academic placement of Ph.D. holders and collection of cutting-edge technologies



*1 Including prospective acquirers *2 As of January 1, 2025

Developing DX Talent to Lead Competitiveness Enhancement

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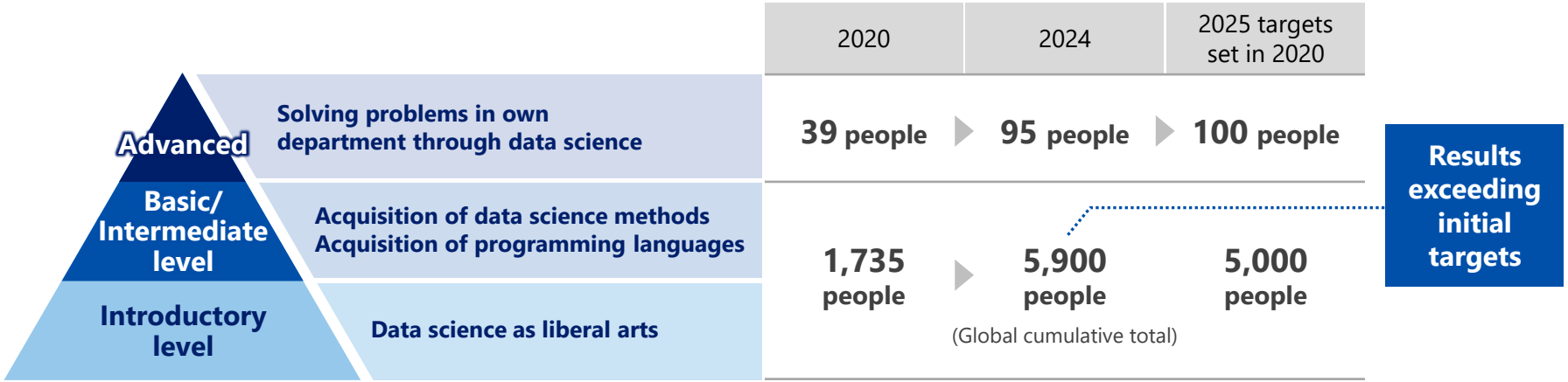
- To enhance competitiveness through accelerated DX, we are introducing a multi-layered curriculum across the entire group to cultivate “dual-skilled talent” who combine business knowledge with digital skills, systematically developing DX personnel.

Data Scientist Training Program *“Data Science Plus”*

We are cultivating ***“dual-skilled personnel”*** who combine business knowledge in material development, production, sales, and logistics with advanced data analysis skills.



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4 Appendix

Advancing Diversity, Equity, and Inclusion for Technical Talent

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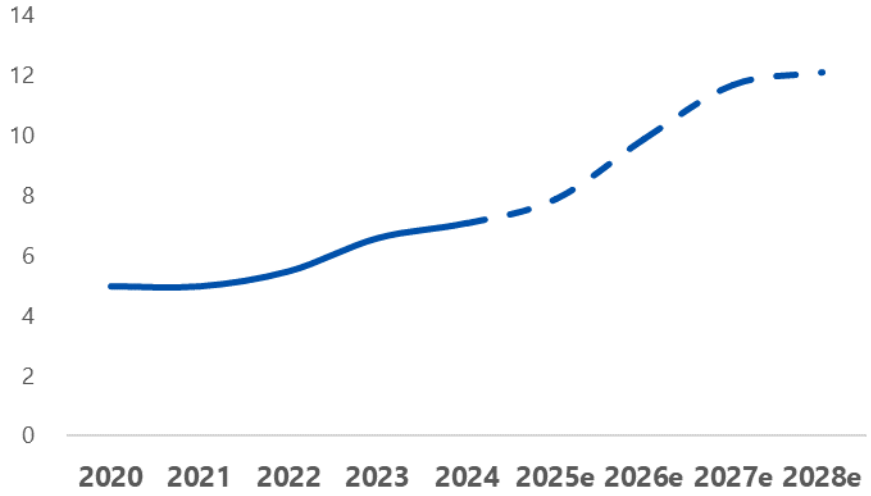
- Accelerate innovation by leveraging diverse technical talent and providing opportunities for them to maximize their capabilities.

Promotional Effects Expected from Diversity in Technical Talent

Product Innovation	New development or improvement of the product itself
Process Innovation	Develop and improve new methods for developing, manufacturing, and selling products
Employee Motivation	Enhancing employee motivation

Percentage of Women in Management Positions Among Technical Personnel (Japan)(%)



Net Zero Carbon Target (FY2050)

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- Mid- to long-term GHG emissions reduction targets was set in 2021, making steady progress

FY2030 milestone

(from the 2019 figure)

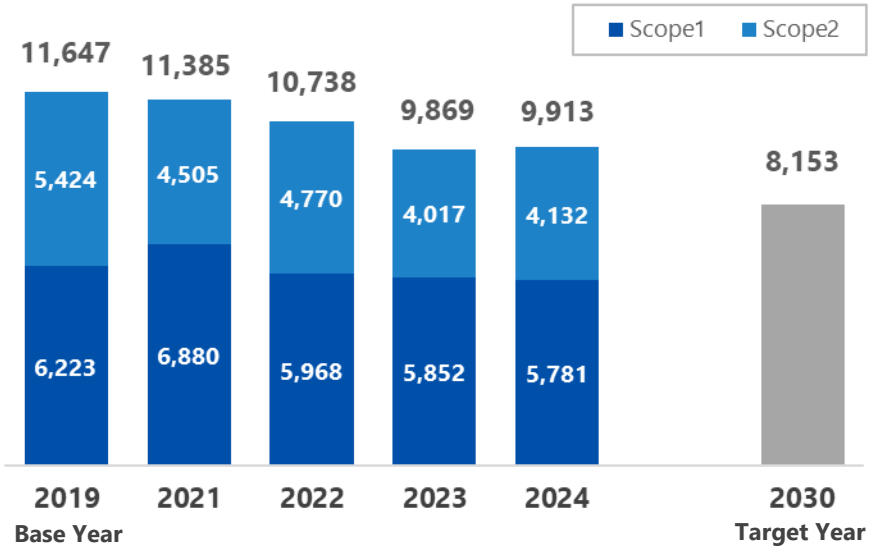
Scope 1	GHG emissions (Scope 1+2 emissions)	30% reduction
Scope 2	GHG emissions per unit of sales (Scope 1+2emissions/sales)	50% reduction
Scope 3	GHG emissions (Total of Scope 3 emissions in categories 1, 10, 11, and 12)	30% reduction

*The electricity CO_2 emissions factor for 2030 is based on the figures set based on the Sustainable Development Scenarios (SDS) published by the IEA.

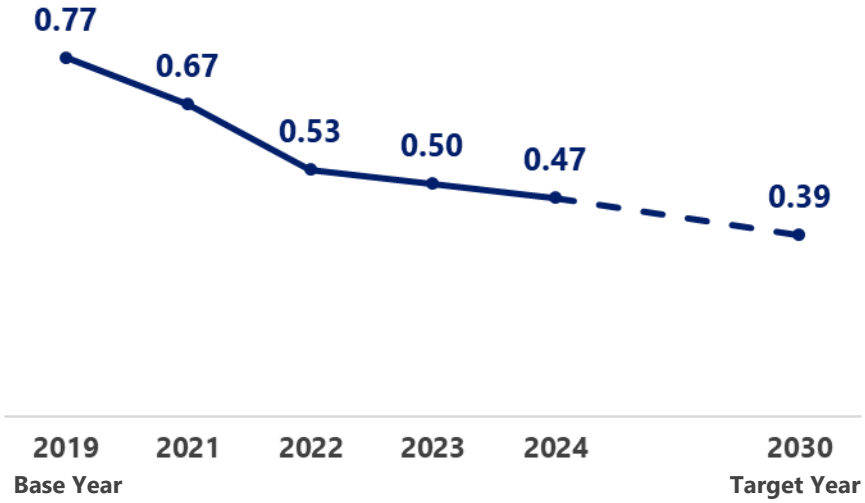
GHG Emissions Reduction（Scope1+2）

- Scope 1 and Scope 2 GHG emissions in 2024 decreased by 15% and 39%, respectively, compared to the base year of 2019.

Scope1+2 GHG Emissions (Market-based, 1,000 t-CO2)



Scope1+2 GHG Emissions per Unit of Sales (Market-based, 1,000 t-CO2)



Future Investment Plans for Addressing Overall Climate Change

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- Investing more than 80 billion yen over three years from 2024 to 2026 to address climate change

Cumulative investments plan related to climate change response

Investment to expand sales of products that contribute to reducing GHG emissions

30.0 billion yen or more

Energy saving

Next-generation energy

Low GHG emissions

etc.

Investments aimed at reducing AGC Group GHG emissions

50.0 billion yen or more

GHG emissions reduction in float glass furnaces

Conversion of power sources to renewable energy

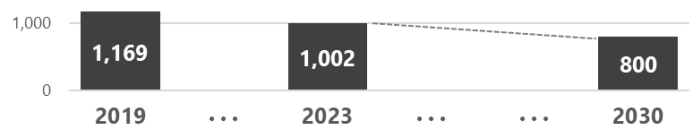
etc.

Sustainability KPIs

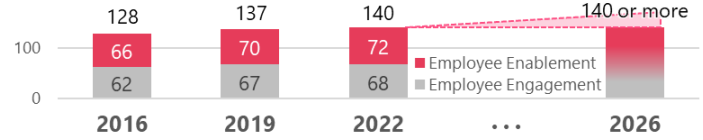
- We will achieve sustainable growth by improving sustainability KPIs through business activities.

Sustainability KPIs

GHG (Scope 1 + 2) emissions [10,000 t-CO2]*1

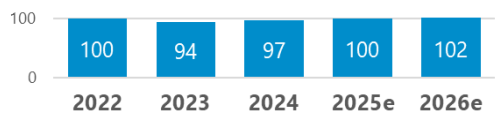


Employee engagement score*1

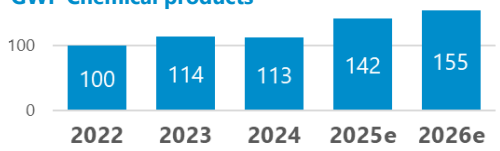


Blue planet

Shipment volume index for architectural products contributing to GHG reductions*2

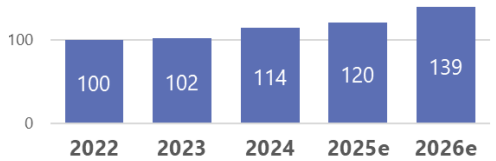


Index for GHG emissions reduction by low-GWP Chemical products*2



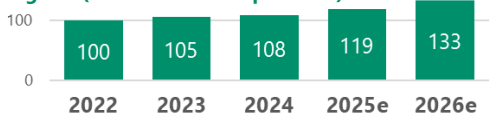
Innovation

Total sales index for products contributing to next-generation society (Electronics, Mobility, Performance Chemicals)*2

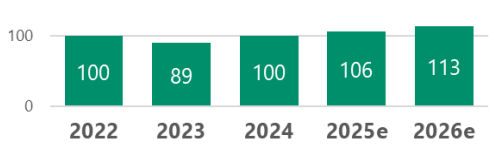


Well-being

Shipment volume index for products contributing to social infrastructure development in fast-growing regions (main chlor-alkali products)*2



Index for Life Science sales*2



*1 Items reflected in executive remuneration. However, for GHG emissions, GHG emissions per unit of GHG emissions sales are used in the calculation of executive remuneration.

*2 Indexes: Figures converted from 2023 on using 2022 as a base of 100.

PFAS and Regulations

- Of the PFAS (umbrella term for approximately 12,000 types of fluorine compounds), three substances are listed as Persistent Organic Pollutants under the Stockholm Convention. AGC does not manufacture or use any of these listed substances.
- To fulfill its corporate social responsibility, AGC Group is working to minimize environmental impacts resulting from its business activities and contribute to resolving global environmental issues through its products, based on scientific evidence.

AGC's main products

Fluoropolymers

The fluorochemical industry* has assessed fluoropolymers and data demonstrate their low hazard, low environmental or human health impact

Ion-exchange membranes

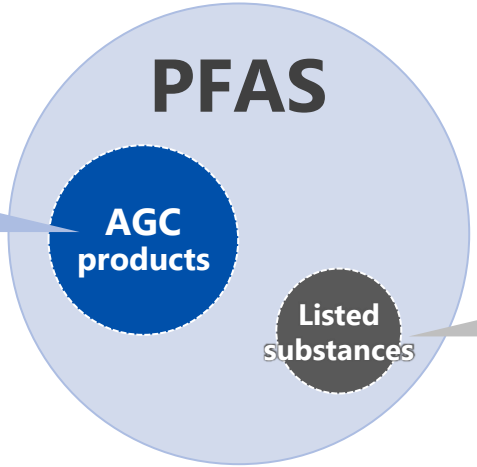
Fluorinated resins

Pharmaceutical and agrochemical API and intermediates

Safety has been assessed or monitored in accordance with applicable laws related to pharmaceuticals or agrochemicals in each country or region

Pharmaceuticals

Agrochemicals



Listed substances

PFOS	AGC has never manufactured or sold PFOS
PFOA	AGC ceased manufacturing and use of PFOA ahead of regulation
PFHxS	AGC has never manufactured or sold PFHxS

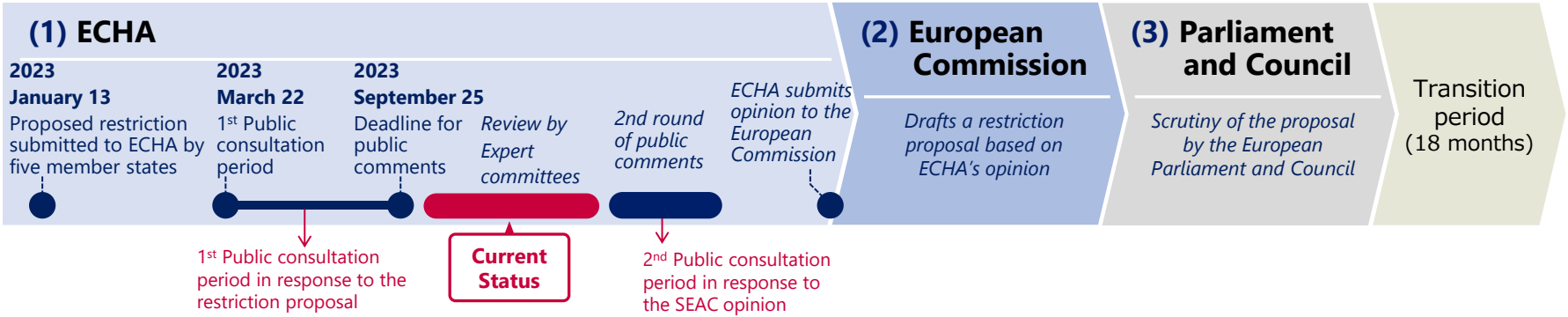
* Source: A critical review of the application of polymer of low concern regulatory criteria to fluoropolymers II: Fluoroplastics and fluoroelastomers

Regulatory Trends in Europe

- The expert committees of the European Chemicals Agency (ECHA) are currently reviewing the proposal of the universal PFAS restriction.
- The ECHA review process is taking time due to the significant number of public comments received, consequently, the timing of the second public consultation and the time frame for the subsequent regulatory processes are currently unclear.
- AGC Group has submitted its comments for the 1st public consultation.

Review process of the proposal of the universal PFAS regulation in Europe

(1) After two rounds of public consultations by ECHA, the expert committees submits their final opinion
(2) The European Commission prepares a draft regulation referring to the final opinion submitted, and the REACH Committee, consisting of Member States, deliberates on and adopts the draft.
(3) The adopted legislation enters into force after being scrutinized by the European Parliament and Council



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