

Notice regarding Organizational Changes

Tokyo, November 5, 2025—AGC Inc. (Head Office: Tokyo; President: Yoshinori Hirai) will implement the following organizational changes effective January 1, 2026.

1. Reorganization of the Chemicals Company

Currently, the Chemicals business of the AGC Group is operated by the Chemicals Company, which consists of the Essential Chemicals General Division, handling chlor-alkali and urethane products, and the Performance Chemicals General Division, focusing on fluorinated products. In order to enhance profitability and optimize the overall operations, this in-house company will be reorganized as follows.

A new Strategic Business Unit (SBU), named the **Integrated Chemicals General Division**, will be newly established by integrating the chlor-alkali and urethane businesses in Japan and the Performance Chemicals General Division, of which development and manufacturing functions are primarily based in Japan. This reorganization aims to optimize the entire chemical chain in Japan—from upstream electrolysis processes to downstream various functional chemicals—, thereby improving overall efficiency and profitability.

Also, the chlor-alkali business in Southeast Asia will become an independent SBU, named the **Essential Chemicals – SEA General Division**. This organizational change will accelerate initiatives to improve profitability and ensure stable operations in the region.

2. Organizational Change in Digital-related Divisions

Up until today, the AGC Group has two independent organizations that collaborate with each other for the promotion of the Group's digital initiatives. The Information Systems Division has been responsible for building and operating digital infrastructure as well as implementing security strategies, while the Digital & Innovation Promotion Division has focused on business process innovation, productivity improvement, and digital talent development using digital technologies.

To further promote integrated management of information technology and digital transformation, a new supervisory division, the **Digital & Innovation Management Division**, will be newly established. This new division will leverage a wide range of digital technologies, including AI, to enhance productivity across all business activities—manufacturing, sales, R&D, and management—while pursuing synergies in strategy, technology, and talent. The goal is to drive digital solutions and business innovation through a unified digital strategy.

Additionally, the Information Systems Division will be renamed the **Digital Solutions Division**, and the Digital & Innovation Promotion Division will be renamed the **Business Innovation Division**.

Under the medium-term management plan, [***AGC plus-2026***](#), the AGC Group strives on its business portfolio reform to achieve asset efficiency improvement. The Group will create social and economic value on a continuous basis by swiftly adapting itself to the changing business environment and further pursuing the portfolio-based management.

<Media inquiries>

AGC Inc.

Corporate Communications & Investor Relations Division

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