

Top Message

Under the Medium-Term Management Plan **“Grow Beyond-2012”**
We will Steadily Build Foundations for Further Growth.



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President & CEO

K. Ishimura

In March 2011, a massive earthquake struck eastern Japan, causing unprecedented damage to the country, particularly in the Tohoku region. This devastating disaster also affected operations at some of our plants. At these plants, we manufacture not only architectural glass that is an essential element in our modern lifestyles but also products that directly contribute to the basic infrastructure of society, including sodium hypochlorite which is used for the disinfection of tap water, and sodium bicarbonate which is used in artificial dialysis.

As a company that manufactures a range of products indispensable in our lives, the AGC Group will proactively endeavor to support recovery efforts for areas affected by the disaster and help residents return to normal life.

Confronting the current difficulties head-on, we will continue to promote the measures set out in our medium-term plan **“Grow Beyond-2012”** and strive to build foundations for future growth.

Aiming to Implement the Aspirations for 2020 as an Enterprise that Contributes to a Sustainable Society

The AGC Group recognizes the necessity of building a sustainable society from a more comprehensive global viewpoint, and has clearly defined its aspirations for 2020 in order to contribute to the creation of such a society.

AGC's Aspirations for 2020

The AGC Group aspires to excel as a highly profitable and fast-growing global enterprise making contributions to a sustainable society by:

- Having strong and differentiated technologies
- Giving consideration to environmental friendliness not only of products but also for overall production processes and business activities
- Contributing to the development of fast-growing regions

Specifically, we are aiming to achieve total sales of at least 2 trillion yen and also to raise the sales share of “products for the fast-growing markets,” “environmental products,” and “new products” to 30% or higher by 2020.

Accelerating the Building of Foundations for Growth as a Truly Global Enterprise

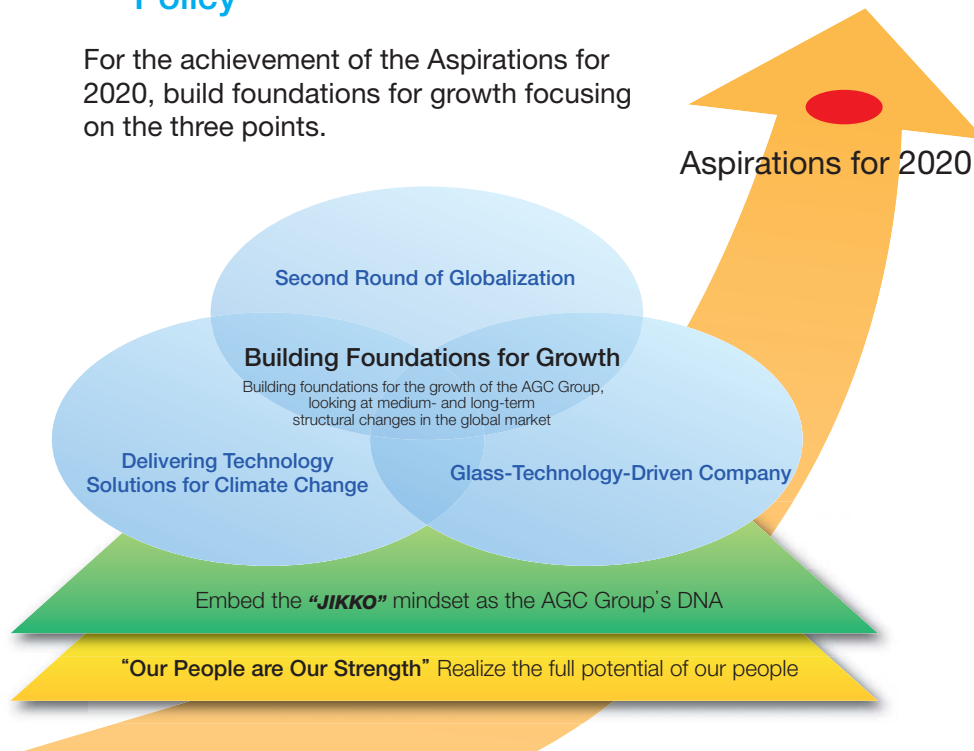
To achieve the Aspirations for 2020, the AGC Group will accelerate the building of foundations for growth focusing on the following three points.

① **Delivering technology solutions for climate change**
—We will give due consideration to the environment in all our business operations.

Climate change is a serious issue that could threaten the business continuity of the AGC Group, but we regard this as a great opportunity to contribute to society through our business. Recognizing

Management Policy **Grow Beyond**

For the achievement of the Aspirations for 2020, build foundations for growth focusing on the three points.



our responsibility as an energy-intensive glass manufacturer, we earnestly strive to reduce energy consumption in our manufacturing processes.

Moreover, we will deliver technology solutions for climate change by developing, manufacturing and globally promoting products, such as solar-related materials and components that contribute to higher generating efficiency, energy-saving architectural glass suitable for each region and high-performance automotive glass for eco-friendly vehicles, by taking advantage of our technological expertise in glass, chemicals and ceramics.

② Glass-technology-driven company

— Adding further value to our products through our strong and differentiated technologies.

We will further advance our glass technology and fuse our core technologies in glass, chemicals and ceramics to differentiate our business. We will thereby provide more value-added products, including those related to displays.

③ Second round of globalization

— As a global company, we will also contribute to the growth of fast-growing regions.

We will enhance our business in developed regions including Japan, Europe and North America while continuing to expand operations in fast-growing regions where we have already established bases. For example, we started operation of one of the world's largest float glass lines in Russia in September 2010 and appointed a chief representative to represent the AGC Group in China at the beginning of 2011. We will also accelerate the launch of our business in countries and regions where we currently have

no presence, such as Brazil.

In furthering our business in fast-growing regions, we aim to contribute to the growth of the regions through business. To this end, we are currently examining the possibility of leveraging global human resources in each region and building a business model that differs from those used in developed areas.

Bringing Our People and Organization Together under the Slogan of "Our People are Our Strength"

Our People are the driving force for the implementation of **Grow Beyond** measures and the achievement of the Aspirations for 2020. Recognizing this, we give growth opportunities to employees who have high motivation toward their own growth and are highly committed to their work. Growth will allow them to take on more difficult challenges, and this in turn will make them grow further.

The AGC Group has about 50,000 employees working in approximately 30 countries and regions, each of which follow different business and social customs. This diversity in our workforce confers a great advantage upon the Group. Each of our employees upholds the four values provided under the group vision **"Look Beyond"** and works to fulfill social responsibilities in their geographic areas. Supported by these employees, we will persist in our efforts to become a globally trusted and respected corporate group that continues to grow by providing high added-value products and services.