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AGC Inc.

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Securities Code: 5201

<http://www.agc.com/en/>

The corporate governance of AGC Inc. (the “Company”) is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information

1. Basic Views

The Company and its subsidiaries (collectively the “AGC Group” or the “Group”) strives for the reinforcement and improvement of the Company’s corporate governance in order for the AGC Group to achieve both sustainable growth and mid- to long-term enhancement of its corporate value expressed as “Our Mission”, “Our Shared Value” and “Our Sprit” under the Group Vision “Look Beyond”.

As its basic policy on corporate governance structure, the AGC Group clearly separates the functions of “oversight” and “execution” of management, aiming to reinforce the management oversight function while ensuring quick decision-making in management execution. The management oversight function is mainly shouldered by the Company’s Board of Directors, which is a “body that approves basic policies and oversees the management of the Group.” The Company has enhanced the objectivity and transparency of management and strengthened its corporate governance structure by appointing three Outside Directors (as of the date of this report) among the Company’s seven Directors, and by having an Outside Director serving as the Chairman of the Board of Directors. To further strengthen the management oversight function, the Company has established the Nominating Committee and the Compensation Committee as voluntary advisory committees of the Board of Directors. By ensuring the majority of members of both committees (as of the date of this report) being Outside Directors, and Outside Directors serving as the Chairman of each committee, the Company has increased objectivity concerning the evaluation, appointment, and compensation of Directors and Executive Officers. The Company also adopts the Audit & Supervisory Board system, and the Audit & Supervisory Board consists of 4 Audit & Supervisory Board member, including 3 Outside Audit & Supervisory Board member (as of the date of this report).

The management execution function is assumed by the President & CEO and the other Executive Officers. The Company also has the Management Committee as an advisory committee for the President & CEO, and it deliberates on decision making for the Group’s management and oversees the business management. With regard to the execution of business operations, the AGC Group employs the In-house Company System by adopting a globally integrated management system and transferring significant responsibility and authority for the execution of business operations to each In-house Company and SBU.

For the details of the Group Vision “Look Beyond”, please refer to “Section I 1 (Basic Views) 【 Disclosure Based on the Principles of the Corporate Governance Code 】 <Principle 3.1 Full Disclosure> (i) Corporate philosophy, management strategies and management plans” of this corporate governance report. The information is also available on the Company’s website.

<http://www.agc.com/en/company/vision/index.html>

【Reasons for Non-compliance with the Principles of the Corporate Governance Code】 <Updated>

The Company complies with each and every principle of the Corporate Governance Code.

This report is prepared based on the Corporate Governance Code revised in June 2021.

【Disclosure Based on the Principles of the Corporate Governance Code】 <Updated>

The Company defines its basic view and policy on overall corporate governance in the AGC Group Corporate Governance Basic Policy, which is available on the Company’s website.

<Principle 1.4 Cross-Shareholdings>

[Policy on Cross-Shareholdings and Standards for the exercise of Voting Rights with regard to the Strategic-Shareholdings]

In principle, the Company shall not hold company shares for strategic investment unless it is judged that the company shares will contribute to maintaining and reinforcing mid- to long- term relationships with these companies, thereby enhancing the corporate value of the AGC Group.

Every year, with regard to individual shares held for strategic investment, the Board of Directors shall verify on a case-by-case basis the rationality of holding shares for strategic investment from a mid- and long-term perspective by comprehensively examining aspects such as the purpose of holding, and whether the risks and returns associated with holding are commensurate with our estimated capital cost, etc. Further, the Company shall promote the reduction of issues whose holding by the Company is considered to have become less rational. In relation to the exercise of voting rights with regard to the strategic-shareholdings, the Company shall decide whether or not to vote in support by comprehensively considering factors such as the situation of the companies being invested in as well as whether it contributes to the mid- to long- term enhancement of the corporate value of the companies being invested in and the AGC Group.

【Current Status of Cross-Shareholdings】

In the fiscal year 2020, 13 issues worth ¥4.5 billion were sold (including the sale of one issue worth ¥2.1 billion deemed holdings of equity securities) (including the sale of a partial number of shares held). As a result, the balance sheet value of Cross-Shareholdings is ¥162.7 billion (98 issues) as of the end of 2020 (including three issues worth ¥50.2 billion deemed holdings of equity securities).

<Principle 1.7 Related Party Transactions>

Please refer to Article 5 (Prevention of Transactions Contrary to Shareholder Interest) of the AGC Group's Corporate Governance Basic Policy for the framework of procedures in related party transactions.

<Supplementary Principle 2.4.1 Goals and Implementation Status for Ensuring Diversity of Human Resources>

(1) Ensuring Diversity

The AGC Group regards diversity to be a source of long-term competitiveness. Raising "Diversity" as one of "Our Shared Values" in the AGC Group Vision "Look Beyond," it is striving to create an organization in which diverse, motivated human resources can play an active role. As an item of the "7 Key Principles for People" which sets forth the ideal picture of human resource management, "Diversity for Organizational Competitiveness" is also given, and under the AGC Group Charter of Corporate Behavior, "Respect for People" is raised, all with an aim to create a comfortable workplace that respects diversity and is free from discrimination.

[Promotion of female employees to managerial positions]

As one aspect of diversity, the Company aims the percentage of female officers (Directors and Audit & Supervisory Board Members) to be 30% and percentage of female Executive Officers to be 20% by 2030, to allow talented human resources to play active roles and provide value to society, regardless of gender.

Percentage of female in managerial position (Leader and above) at AGC is 3.8%. The Company also appoints one female Outside Director, one female Audit & Supervisory Board Member, and one female Executive Officer promoted internally. In the future, initiatives focusing on (1) active recruitment of talented women, (2) active promotion to higher positions through deployment and development, and (3) creation of an environment where female employees can play an active role (introduction of necessary systems and framework) will be taken, aiming the percentage of female in managerial positions (Leader and above) to be approximately 8.0% by 2030.

[Promotion of foreign employees to managerial positions]

To fully utilize ability of human resources with various nationalities and cultural backgrounds working in the AGC Group, globally integrated management is promoted by appointing them to key positions within the Group. Against the backdrop of Japan's declining birthrate, aging population and shrinking workforce, the Company is actively hiring foreign nationals to secure talented human resources on a global-basis and diversity for value creation. Since 2010, when hiring new graduates for career-track positions, besides international students coming from abroad to Japan, foreign nationals who have graduated overseas universities are also directly hired. Recently, mid-careers are also actively hired. The number of registered foreign nationals in the Company is

approximately 80, of which 34 are at managerial positions (Manager and above). The Company plans to continue actively hiring foreign nationals and promoting them to higher positions.

[Promotion of mid-career employees to managerial positions]

The Company is actively hiring mid-career personnel, mainly in strategic businesses, such as those who meet the business needs and engineers who will promote future development themes. At present, the percentage of mid-career employees hired by AGC Inc. on a non-consolidated basis is approximately 50%, and is contributing to the strengthening of organizational diversity. Promotion of mid-career employees to higher positions is conducted without any distinction from existing employees, posting the right person in the right place, which includes the fulfillment of managerial positions with mid-career employment.

(2) Policy and status of development in regard to human resources and internal environment for ensuring diversity

To develop leaders who will take on the future of Group management, the AGC Group is implementing management of Group management personnel, organically linking leadership development programs in levels of Group, global, respective In-House Companies/SBU, and regions. Through systematic deployment and training at a global level, employees are encouraged to acquire experience and knowledge necessary to become a management personnel. Status of performance and demonstration of leadership and others in current positions are reviewed once a year, and is reflected in the posting and training plan for the following year. The HR Committee, which is comprised of CEO, CFO, CTO, general manager of Human Resources Division, and presidents of each In-House Company, is involved in this serial cycle. The management participate directly in the discovery and development of the next generation management personnel, with Outside Directors giving lectures at training programs.

In addition, the Company encourages cross-divisional network activities. Various workshops, in-house seminars, and study groups are held in each community, and contributing to create a culture of challenge and to foster a sense of unity.

<Principle 2.6 Exercising the Functions of Asset Owner of Corporate Pension Fund>

The Company's plan assets are managed by AGC Corporate Pension Fund (the "Fund"). In order to secure expertise in plan asset management, the Company systematically allocates to the Fund personnel who are experienced and qualified in human resources, accounting and financial affairs. For the purpose of the appropriate management of conflicts of interest, the Company also allocates executives of the Company's labor union to the Fund's asset management committee, executive board and board of representatives.

The Fund has hired an external consulting firm, established and reviewed the basic policies for management, and obtained third-party opinions regarding asset management to ensure the accumulation of plan assets necessary to provide future payments of pension benefits, etc. In addition, the Fund monitors whether the investment manager appropriately manages assets in terms of both quantitative and qualitative aspects, at a regular management report meeting, etc. held every quarter.

<Principle 3.1, Supplementary Principle 5.2.1 Disclosure of management strategy, etc.>

(i) Corporate philosophy, management strategies and management plans

The AGC Group's corporate philosophy "Look Beyond" defines the Group's mission, shared values and spirit. "Our Mission" states the AGC Group's identity and the value the Group should deliver to society. "Our Shared Values" express the key ideas that all AGC Group members must share as the basis for every action we take. "Out Spirit" is the Group's spirit which all of the Group members must pass on from generation to generation and put into practice.

The AGC Group Vision is available on the Company's website.

<http://www.agc.com/en/company/vision/index.html>

The AGC Group, as a long-term management strategy Vision 2030, has set "By providing differentiated materials and solutions, AGC strives to help realize a sustainable society and become an excellent company that grows and evolves continuously".

To realize our Vision 2030, the Group aims to create sustainable economic and social value by transforming our business portfolio with both core and strategic businesses playing an integral role.

In our core businesses, such as architectural glass, automotive glass, display, essential chemicals, and fluorochemicals, we will enhance the competitiveness of each business and build a solid and long-term stable earnings base.

In the strategic businesses of Electronics, Life Science and Mobility, which are high-growth fields, we will create and expand high-profit businesses that will be the pillars of our Group's future by leveraging our strengths.

To ensure that the long-term management strategy Vision 2030 will be realized, a new medium-term management plan, AGC plus-2023, has been formulated. The main strategies are as follows.

(1) Pursuing ambidextrous management

Under the AGC plus management policy, the AGC Group is implementing ambidextrous management to simultaneously realize the deepening of core businesses and exploring of strategic businesses. By increasing pursuit of ambidextrous management, the Group will accelerate growth, such by further developing high-value-added products through delving in core businesses, and actively investing in strategic business areas.

(2) Promotion of sustainability management

With the strength of unique materials and solutions, the AGC Group will continue to fulfill Our Mission of "AGC, an everyday essential part of our world" and contribute to the realization of global and social sustainability.

(3) Gaining competitiveness by accelerating digital transformation

Initiatives will be taken to transform the AGC Group's business model with DX. Through this, competitiveness will be gained, and new added-value will be provided to customers and society.

Details of management strategies, medium-term management plan AGC plus -2023, and basic policies and status of review of business portfolio are available on the Company's website.

Presentation materials of long-term management strategy Vision 2030 and medium-term management plan AGC plus-2023 : https://www.agc.com/en/ir/library/briefing/pdf/2021_0205e_2.pdf

(ii) The Company's view on overall corporate governance

Please refer to Section I 1 (Basic Views) of this corporate governance report and the AGC Group's Corporate Governance Basic Policy for the Company's view on overall corporate governance and the Company's basic policy on corporate governance.

(iii) Policy and procedures for deciding compensations of Directors and Executive Officers

Please refer to Section II 1 (The disclosure policies determining the amount of remuneration or method of calculating remuneration for directors and auditors) of this corporate governance report for the policy and procedures for deciding compensations of Directors and Executive Officers. Please also refer to Article 16 (Compensation Committee), Article 17 (Compensation for Officers) and Appendix 3 (Policy for determining compensation and other emoluments for officers) of the AGC Group's Corporate Governance Basic Policy.

(iv) Policy and procedures for deciding Candidates for Directors and Audit & Supervisory Board members and appointing and dismissing Executive Officers

Please refer to Section II 1 (Voluntary Committee's composition, & occupations of Committee members and the chairperson) of this corporate governance report and Article 14 (Nominating Committee) and Article 15 (Policy and Procedures for Deciding Candidates for Directors and Audit & Supervisory Board Members and Appointing and Dismissing Executive Officers) of the AGC Group's Corporate Governance Basic Policy for the policy and procedures for deciding candidates for Directors and Audit & Supervisory Board members and appointing and dismissing Executive Officers.

(v) Reasons for appointing Directors and Audit & Supervisory Board members

Please refer to the Reference Documents for the General Meeting of Shareholders of the Notice of the 96th Ordinary General Meeting of Shareholders, which is available on the Company's website for the reasons for appointing Directors and Audit & Supervisory Board members.

<http://www.agc.com/en/ir/event/meeting/index.html>

<Supplementary Principle 3.1.3 Sustainability Initiatives, etc.>

[Sustainability Initiatives]

In light of long-term trends in social issues, the AGC Group has identified major opportunities and risks (materiality) when achieving the coexistence of sustainable development of planet and society, and sustainable growth of the Group. Based on these major opportunities and risks, the AGC Group has established a long-term management strategy, strategies for each of its businesses, and sustainability (non-financial) targets while engaging in business activities with an aim of creating social value in addition to economic value. Moreover, as a body to deliberate on and determine basic policies and measures regarding such initiatives, the Sustainability Committee, chaired by the CEO, has been established. The Sustainability Committee is attended by CEO, CFO, CTO, Audit & Supervisory Board Members, and general managers of all divisions and are held four times a year, the details of which are reported to the Board of Directors twice a year. The Sustainability Division, established

in the Corporate Planning Division, leads the formulation and implementation of sustainability management strategies for the entire Group as the secretariat of the Committee.

In addition to the financial targets, “5 Social Values the AGC Group Wants to Create*” is set forth under the long-term management strategy Vision 2030 announced in February 2021. Here, the Group’s contribution toward the realization of a sustainable society is clearly stated. The medium-term management plan AGC plus-2023 which was announced collectively, also positions “promotion of sustainability management” as one of its main strategies, and clearly states that by addressing the sustainability goals in all business activities, creation of the 5 social values will be aimed.

*5 Social Values the AGC Group Wants to Create: “Contributing to the realization of a sustainable global environment,” “Contributing to the realization of safe and comfortable urban infrastructure,” “Contributing to the realization of safe and healthy lifestyles,” “Contributing to the maintenance of a healthy and secure society,” and “Contributing to the creation of fair and safe workplaces”

Presentation materials of long-term management strategy Vision 2030 and medium-term management plan AGC plus-2023 : https://www.agc.com/en/ir/library/briefing/pdf/2021_0205e_2.pdf

In regard to addressing climate change raised as one of the materiality, the AGC Group, after announcing support for the TCFD recommendations in May 2019, implemented a scenario analysis utilizing the TCFD framework to analyze in more detail risks and opportunities associated with climate change, and assessed the impact of carbon pricing such as carbon tax on business performance, etc. Based on such results, after deliberation by the Sustainability Committee and the Board of Directors, a long-term target of achieving net zero carbon emissions by 2050 to reduce GHG emissions, and milestones (interim targets) to be attained by 2030 were formulated (announced in February 2021). Initiatives are currently taken to develop action plans to achieve the milestones.

Related Principles: Principle 2.3, Supplementary Principle 2.3 (1), Supplementary Principle 4.2 (2)

Details of these initiatives are available on the Company’s website.

AGC Integrated Report : https://www.agc.com/en/company/agc_report/index.html

Sustainability Data Book : <https://www.agc.com/en/csr/book/index.html>

[Investments and advances in human capital, etc.]

The AGC Group recognizes that organizational functions and teams of human resources that can respond flexibly to changes in business environment (in other words, a resilient organization) are required to achieve the long-term management strategy Vision 2030. Based on this, pursuit of diversity and inclusion, and strengthening of the individual is set as the basic policy of personnel strategy.

To realize the above, we are promoting seamless reforms, ranging from strategic human resource development, reform of workstyles, to revision of various systems and frameworks. In strategic human resource development, investment to develop global leaders is actively conducted by implementing training programs such as leadership development programs placing succession planning of AGC top management (successor development plan) as its core. Talent management systems (mechanism to produce and develop management personnel by visualizing human resources) are also introduced to systematically deploy and develop young potential human resources over the medium to long term after listing them up.

Details of these initiatives are available on the Company’s website.

AGC Integrated Report : https://www.agc.com/en/company/agc_report/index.html

[Investment in intellectual property, etc.]

To continue being the “first choice” for our customers, the AGC Group continues to challenge creating new technologies while looking ahead to the future needs of society and customers. To promote R&D in accordance with this philosophy, the Technology General Division is advancing R&D in a long-term and flexible manner based on the stance of “linking R&D with market.” This is done by working in close liaison with corporate divisions such as the Intellectual Property Division, the Business Development Division, and the Productivity Innovation Division, as well as various other divisions including the R&D divisions of each In-House Company.

The concept of ambidextrous management is also adopted in R&D. Innovation in production and basic technologies together with development of next-generation and new products based on existing businesses, and development to create new businesses by utilizing AGC capabilities are progressing simultaneously. To further strengthen technological capabilities, we are actively promoting open innovation, and are conducting many joint research projects with academia both inside and outside Japan.

Trends in R&D expenses are available on the Company’s website.

Financial Data Collection : https://www.agc.com/en/ir/pdf/data_all.pdf

Intellectual property rights are the fruit of R&D. The AGC Group is promoting intellectual property activities to protect and increase intellectual property rights as an important resource in business strategy, and to enhance competitiveness. Specifically, efforts are made to acquire rights according to business activities by globally filing applications for inventions created at development sites in each country.

The number of patent applications filed by the Company in 2020 was 508.

Details of these initiatives are available on the Company's website.

Sustainability Data Book : <https://www.agc.com/en/csr/book/index.html>

<Supplementary Principle 4.1.1 Scope and content of the matters delegated from the Board to the management>

Please refer to Article 8 (Roles of Board of Directors) of the AGC Group's Corporate Governance Basic Policy for the scope and content of the matters delegated from the Board of Directors to the President & CEO and other Executive Officers.

<Principle 4.8 Effective Use of Independent Outside Directors>

Three (3) of the seven (7) Directors are appointed as Independent Outside Directors, all of whom are adequately qualified to contribute to the sustainable growth of the Company and the enhancement of medium- to long-term corporate value. All meet the independence standards as well.

For details on independence standards, please refer to "II. Overview of Corporate Governance Structure in terms of the Organization of Management regarding Managerial Decision-making, Execution of Duty, Oversight and other matters, Independent Directors/Auditors, Other Matters concerning Independent Directors/Auditors" described below.

<Principle 4.9 Independence Standards for Independent Directors>

Please refer to Section II 1 (Other Matters concerning Independent Directors/Auditors) of this corporate governance report and also Appendix 2 (Standards for independence of outside officers) of the AGC Group's Corporate Governance Basic Policy for independence standards for Independent Directors.

<Supplementary Principle 4.10.1 Effective Use of Independent Outside Directors>

The Company's Nominating Committee and the Compensation Committee are set up to improve objectivity in appointment and dismissal of Directors, Audit & Supervisory Board Members, and Executive Officers including the President & CEO, as well as compensation of Directors and Executive Officers. Particularly important items are reviewed also from the perspective of skills and diversity such as gender. The majority of the members of each committee shall be Independent Outside Directors, and chairperson of each committee shall be served by an Independent Outside Director.

For policy in regard to independence, authorization, and roles of each committee structure, please refer to "II. Overview of Corporate Governance Structure in terms of the Organization of Management regarding Managerial Decision-making, Execution of Duty, Oversight and other matters, Directors, Supplementary explanation" described below.

<Supplementary Principle 4.11.1 View on the constitution, diversity and size of the Board of Directors>

Please refer to Article 7 (Structure of Board of Directors) and Article 15 (Policy and Procedures for Deciding Candidates for Directors and Audit & Supervisory Board members and Appointing and Dismissing Executive Officers) of the AGC Group's Corporate Governance Basic Policy for view on the constitution, diversity and size of the Board of Directors.

Based on this view, the Company strives to ensure diversity by deploying, with good balance, Directors and Audit & Supervisory Board Members with skills by referring to the skill matrix which clarify skills the Board of Directors and the Audit & Supervisory Board should possess. Skills are identified from the viewpoint of the functions required in the Board of Directors and Audit & Supervisory Board, consistency with management strategies, and business characteristics. For each skill, definition and guide for deciding its possession is set. The presence of high level of expertise will serve as a guide for determining whether one has each ability or not.

Please refer to the figure below [Skills of Directors and Audit & Supervisory Board Members].

<Supplementary Principle 4.11.2 Directors' and Audit & Supervisory Board members' concurrent positions>

Please refer to the Business Report of the Notice of the 96th Ordinary General Meeting of Shareholders, which is available on the Company's website for the Directors' and Audit & Supervisory Board members' concurrent positions.

<http://www.agc.com/en/ir/event/meeting/index.html>

<Supplementary Principle 4.11.3 Overview of the results of the evaluation of effectiveness of Board of Directors >
In order to achieve sustainable growth and increase of corporate value over the medium and long terms, the Company believes that it is important to continuously strengthen and further enhance its corporate governance. As part of this commitment, the Board of Directors analyzes and evaluates its effectiveness each year based on the AGC Group Corporate Governance Basic Policy, in order to improve such effectiveness and to further enhance the confidence of stakeholders in the corporate governance of the Company.

[Board of Directors' method of evaluating effectiveness]

Since fiscal year 2016, the Company has been conducting annual evaluations of the effectiveness of its Board of Directors. The Company has made improvements with respect to issues identified through these evaluations, and as a result, the evaluation is generally improving year by year.

From fiscal year 2016 to fiscal year 2018, evaluations were conducted in the form of self-evaluations. In fiscal year 2019, however, the Company conducted the evaluation with cooperation from an external organization, in order to incorporate new perspectives and objectivity. In the future, the Company plans to carry out such evaluations at regular intervals with the cooperation of external organizations.

In fiscal year 2020, the Board of Directors, Nominating Committee, and Compensation Committee were subject to self-evaluation by Directors and Audit & Supervisory Board Members. The Company also conducts individual interviews.

The questionnaire used for self-evaluations includes questions related to global-standard governance and benchmark questions, in addition to evaluation items that ask about changes over time to the status of the operations of the Board of Directors, the Nominating Committee and the Compensation Committee.

Following the questionnaire and individual interviews, the Board of Directors reviewed the evaluation results and discussed measures to improve its effectiveness.

[Summary of evaluation results and future measures]

As a result of the above evaluation, the Company's Board of Directors, Nominating Committee and Compensation Committee were evaluated as maintaining adequate effectiveness.

As its policy on corporate governance structure, the Company clearly separates the functions of "oversight" and "execution" of management, aiming to reinforce the management oversight function, and, as for the execution of management, the Company ensures quick decision-making in the execution of business operations. The management oversight function is mainly assumed by the Board of Directors, which is a body that approves basic policies and oversees the management execution of the AGC Group.

Aiming to reinforce the management oversight function, the Company has taken steps, such as enhancing the explanations provided in advance to Outside Directors for stimulating strategic discussions, in order to pursue functional improvements to the Board of Directors, the Nominating Committee and the Compensation Committee.

The Board of Directors discussed the analysis results of the responses to the questionnaires and individual interviews. As a result, it was confirmed that the Board of Directors, is operated properly, and has proactive discussions in a small group and in an open atmosphere on agenda items centering on management strategies and the oversight of business operations.

In addition, many members of the Board of Directors have agreed that improvements have been made, such as through the provision of information on the management climate, etc. to Outside Directors, to address issues identified in last year's effectiveness evaluation of the Board of Directors.

In order to further improve its effectiveness, the Board of Directors will consider the following items.

- Further enhancement of discussions related to the medium-term management plan, business portfolio strategy, establishment of non-financial indicators, strengthening of internal control, etc.
- More efficient operation and improvements to materials to further enhance discussions at meetings of the Board of Directors

<Supplementary Principle 4.14.2 Training policy for Directors and Audit & Supervisory Board members>

Please refer to Article 19 (Information Provision to Directors and Audit & Supervisory Board members) of the AGC Group's Corporate Governance Basic Policy for the Group's training policy for Directors and Audit & Supervisory Board members.

<Principle 5.1 Policy on Dialogue with Shareholders>

Based on the belief that constructive dialogue with shareholders/investors contribute to sustainable growth and enhancement of corporate value, the Company has established the following policies.

- 1) Dialogue with shareholders/investors shall be overseen by the Executive Officer in charge of IR, and conducted by the President and other Executive Officers, Directors including Outside Directors, Audit & Supervisory Board Members, and divisions in charge of IR. If shareholders/investors request individual dialogues, Executive Officers such as the President & CEO, Directors, and Audit & Supervisory Board Members shall attend the meeting to a reasonable extent, after considering matters such as the purpose of the meeting, materiality of the subject concerned, and attributes of the person requesting the dialogue.
- 2) To enrich dialogues with shareholders/investors, the President & CEO and other officers shall appropriately disclose and explain management policies, status of business performance and initiatives taken for major issues, etc. through investor briefings and general meetings of shareholders, etc.
- 3) To promote constructive dialogues with shareholders/investors, a division in charge of IR shall organically cooperate with associated internal departments.
- 4) To ensure effective dialogues with shareholders/investors, efforts to grasp and understand shareholders' structure shall be made.
- 5) Opinions and concerns, etc. ascertained through dialogues with shareholders/investors shall be shared with the Board of Directors, Executive Officers, and associated internal departments whenever necessary, so as to be utilized as an important source of information for management.
- 6) In dialogues with shareholders/investors, information shall be strictly managed in accordance with the "Management rules for preventing insider trading" to prevent the provision of insider information. The period from the day following the closing date to the date of the announcement of the financial results for each quarter shall be set as a "silent period" during which dialogue on financial results information shall be refrained.

Please refer to Article 22 (Dialogue with Shareholders) of the AGC Group Corporate Governance Basic Policy which also states policy on constructive dialogues with shareholders. For specific initiatives and measures, etc., please refer to III (Implementation of Measures Related to Shareholders and Other Stakeholders)-2 (IR Activities) described later.

2. Capital Structure

Foreign Shareholding Ratio

From 20 percent to less than 30

[Overview of Major Shareholders]

Name of Shareholders	Number of Shares Held	Percentage of Shares Held (%)
The Master Trust Bank of Japan, Ltd.(Trust Account)	23,050,600	10.40
Custody Bank of Japan, Ltd. (Trust account)	14,921,600	6.73
Meiji Yasuda Life Insurance Company	9,615,600	4.34
Barclays Securities Japan Limited	6,066,949	2.74
The Asahi Glass Foundation	5,982,381	2.70
Mitsubishi Estate Co., Ltd.	4,540,606	2.05
Asahi Glass Business Partner Shareholding Association	4,492,033	2.03
JPMorgan Securities Japan Co., Ltd.	4,400,571	1.99
SMBC Nikko Securities Inc.	4,036,900	1.82
Nippon Life Insurance Company	3,662,941	1.65

Controlling shareholder (excluding parent company)	-
Parent company	None

Supplementary Information

- The above information is described as of the end of 2020.
In addition to the above, there are 5, 813,165 shares of treasury shares as of the end of 2020.
- "Percentage of Shares Held" is calculated excluding treasury shares.

(1) On March 22, 2017, a change report pertaining to large-volume holding of the Company's shares was submitted by Blackrock Japan Co., Ltd. and 6 other companies. The Company is unable to confirm the actual number of shares owned as of December 31, 2020. For this reason, the above list was created based on the number of shares registered on the Company's shareholder registry. The Company was reported the number of shares owned by each company as of March 15, 2017 as follows.

The number of shares held 60,824 thousand shares; Percentage of total 5.13%

(Details)

BlackRock Japan Co., Ltd.:

The number of shares held 20,157 thousand shares; Percentage of total 1.70%

BlackRock Financial Management Inc.:

The number of shares held 1,348 thousand shares; Percentage of total 0.11%

BlackRock Life Limited:

The number of shares held 2,564 thousand shares; Percentage of total 0.22%

BlackRock Asset Management Ireland Limited:

The number of shares held 4,295 thousand shares; Percentage of total 0.36%

BlackRock Fund Advisors:

The number of shares held 13,333 thousand shares; Percentage of total 1.12%

BlackRock Institutional Trust Company, N.A.:

The number of shares held 16,782 thousand shares; Percentage of total 1.41%

BlackRock Investment Management (UK) Limited:

The number of shares held 2,344 thousand shares; Percentage of total 0.20%

Note: The number of owned shares indicated above is the number of shares before the reverse stock split (five shares of common stock consolidated into one share) executed on July 1, 2017.

(2) On April 22, 2020, a change report pertaining to large-volume holding of the Company's shares was submitted

by Mizuho Securities Co., Ltd. and the other company. The Company is unable to confirm the actual number of shares owned as of December 31, 2020. For this reason, the above list was created based on the number of shares registered on the Company's shareholder registry. The Company was reported the number of shares owned by each company as of April 15, 2020 as follows.

The number of shares held 10,454 thousand shares; Percentage of total 4.60%

(Details)

Mizuho Securities Co., Ltd.:

The number of shares held 808 thousand shares; Percentage of total 0.36%

Asset Management One Co., Ltd.:

The number of shares held 9,646 thousand shares; Percentage of total 4.24%

(3) On October 19, 2020, a change report pertaining to large-volume holding of the Company's shares was submitted by Mitsubishi UFJ Trust and Banking Corporation and 3 other companies. The Company is unable to confirm the actual number of shares owned as of December 31, 2020. For this reason, the above list was created based on the number of shares registered on the Company's shareholder registry. The Company was reported the number of shares owned by each company as of October 12, 2020 as follows.

The number of shares held 11,818 thousand shares; Percentage of total 5.20%

(Details)

Mitsubishi UFJ Trust and Banking Corporation:

The number of shares held 8,101 thousand shares; Percentage of total 3.56%

Mitsubishi UFJ Kokusai Asset Management Co., Ltd.:

The number of shares held 2,067 thousand shares; Percentage of total 0.91%

Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.:

The number of shares held 1,294 thousand shares; Percentage of total 0.57%

MU Investments Co., Ltd.:

The number of shares held 354 thousand shares; Percentage of total 0.16%

(4) On October 22, 2020, a change report pertaining to large-volume holding of the Company's shares was submitted by Nomura Securities Co., Ltd. and 2 other companies. The Company is unable to confirm the actual number of shares owned as of December 31, 2020. For this reason, the above list was created based on the number of shares registered on the Company's shareholder registry. The Company was reported the number of shares owned by each company as of October 15, 2020 as follows.

The number of shares held 12,225 thousand shares; Percentage of total 5.38%

(Details)

Nomura Securities Co., Ltd.:

The number of shares held Δ 2 thousand shares; Percentage of total 0%

Nomura International plc:

The number of shares held 420 thousand shares; Percentage of total 0.18%

Nomura Asset Management Co., Ltd.:

The number of shares held 11,807 thousand shares; Percentage of total 5.19%

(5) On December 22, 2020, a change report pertaining to large-volume holding of the Company's shares was submitted by Sumitomo Mitsui Trust Asset Management Co., Ltd. and the other company. The Company is unable to confirm the actual number of shares owned as of December 31, 2020. For this reason, the above list was created based on the number of shares registered on the Company's shareholder registry. The Company was reported the number of shares owned by each company as of December 15, 2020 as follows.

The number of shares held 11,405 thousand shares; Percentage of total 5.01%

(Details)

Sumitomo Mitsui Trust Asset Management Co., Ltd.:

The number of shares held 7,439 thousand shares; Percentage of total 3.27%

Nikko Asset Management Co., Ltd.:

The number of shares held 3,966 thousand shares; Percentage of total 1.74%

3. Corporate Attributes

Stock Exchange Listings	Tokyo (1 st Section)
Fiscal Year-end	December
Sector	Glass and Ceramics products
Number of Employees (Consolidated)	1,000 and above
Net Sales (Consolidated)	1 trillion yen and above
Number of Subsidiaries and Affiliates	100 and above but less than 300

4. Guidelines on protection of minority shareholder interests in transactions, etc. with controlling shareholders

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5. Other Special Circumstances that may have a Material Impact on Corporate Governance

With respect to the subsidiary Ise Chemical Industries Co., Ltd., which lists its shares on the second section of the Tokyo Stock Exchange, the Company provides indirect support for business operations when needed, while respecting its independence as a listed company.

The Company owns 52.4% of the shares of Ise Chemicals Corporation listed on the Second Section of the Tokyo Stock Exchange and is the controlling shareholder with majority voting rights.

Ise Chemicals Corporation manufactures and sells iodine-related products, metallic compounds used in electronic devices, etc., and extracts and sells natural gas and is a supplier of raw materials (iodine and natural gas) necessary for the Group's chemicals business. In addition, the Company periodically checks whether it is optimal to maintain the current relationship with the subsidiary in the Group's chemicals business, and works to achieve synergies and maximize the corporate value of the Group as a whole through flexible use of the Group's management resources by the subsidiary. The Company and the subsidiary are working together to maximize the Group's corporate value. In the joint efforts to maximize group synergies between the Company and the subsidiary, the Company respects the autonomous decision-making of the subsidiary and strives to establish an effective governance system to prevent conflicts of interest with minority shareholders of the subsidiary. In order to ensure that transactions with the parent company can be properly supervised from an independent and objective standpoint, an independent outside director has been elected for the subsidiary.

II. Overview of Corporate Governance Structure in terms of the Organization of Management regarding Managerial Decision-making, Execution of Duty, Oversight and other matters

1. Items Concerning Institutional Structure, Organizational Operation, etc.

Organizational Form	Company with an Audit & Supervisory Board
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Directors

Number of directors provided for in the Articles of Incorporation	15
Term of office of directors provided for in the Articles of Incorporation	1
Chairman of the Board of Directors	Outside Director
Number of Board Members	7
Status of Outside Directors	Elected
Number of Outside Directors	3
Number of Independent Directors	3

Relation with the Company (1)

Name	Occupation	Relation(s) with the Company*1											
		a	b	c	d	e	f	g	h	i	j	k	
Yasuchika Hasegawa	Executive of another company												
Hiroyuki Yanagi	Executive of another company												
Keiko Honda	Executive of another company												

*Categories for relations with the Company

- * "o" when the director presently falls or has recently fallen under the category; "△" when the director fell under the category in the past
 - * "●" when a close relative of the director presently falls or has recently fallen under the category; "▲" when a close relative of the director fell under the category in the past
- a. Person who performs duties at the listed company or its subsidiary
 - b. Person who performs duties at or a non-executive director of the parent company of the listed company
 - c. Person who performs duties at the brother company of the listed company
 - d. Person who has the listed company as the major business partner
 - e. Person who performs duties at a company which has the listed company as the major business partner
 - f. Consultant, accounting specialist or legal profession who earns a large amount of cash and/or other financial assets from the listed company, other than director's remuneration
 - g. Major shareholder of the listed company (or a person who performs duties at the major shareholding company, if the major shareholder is a corporation.)
 - h. Person who performs duties at a business partner of the listed company (Not applicable in the above d, e or f)
 - i. Person who performs duties at a company whose executive officer is from the listed company and the listed company also has an executive officer from the company
 - j. Person who performs duties at a company which has been donated by the listed company
 - k. Others

Relation with the Company (2) <Updated>

Name	Independent Director	Supplementary Information in Regard to Applicable Items	Reason(s) for Appointing the Outside Directors
Yasuchika Hasegawa	✓	-	<p>Yasuchika Hasegawa serves as Director and President & CEO and Director and Chairman of the Board of Takeda Pharmaceutical Company Limited, and has abundant experience in overall corporate management at the company, which is vigorously promoting global operations. As Chairman of KEIZAI DOYUKAI (Japan Association of Corporate Executives), he also has experience such as in proposing the realization of sustainable management. The Company appointed him as an Outside Director with the expectation that he will utilize his experience to watch and supervise the management of the Company from an independent standpoint, as well as provide valuable suggestions and proposals on the Company's overall business management, including the globalization of the Company's management, thus enhancing the Company's corporate governance.</p> <p>Mr. Hasegawa has also been designated as an Independent Director as the Company confirmed at its non-statutory Nominating Committee, with the majority of the participants being Outside Directors, that he satisfies both the relevant requirements set forth in the</p>

			<p>Companies Act and the Company's own selection criteria designed to ensure the independence of Outside Directors.</p> <p>It was confirmed that he fulfills the criteria to be Independent Directors/Auditors set forth by the securities listing regulations and the enforcement rules for the securities listing regulations.</p>
Hiroyuki Yanagi	✓	-	<p>Hiroyuki Yanagi serves as Chairman and Director of Yamaha Motor Co., Ltd. and has abundant experience in overall corporate management, including branding strategies and utilization of digital technologies, at the company which is vigorously promoting global operations. The Company appointed him as an Outside Director with the expectation that he will utilize his experience to watch and supervise the management of the Company from an independent standpoint, as well as provide valuable suggestions and proposals on the Company's overall business management, including the strengthening of global business management, thus enhancing the Company's corporate governance.</p> <p>Mr. Yanagi has also been designated as an Independent Director as the Company confirmed at its non-statutory Nominating Committee, with the majority of the participants being Outside Directors, that he satisfies both the relevant requirements set forth in the Companies Act and the Company's own selection criteria designed to ensure the independence of Outside Directors.</p> <p>It was confirmed that he fulfills the criteria to be Independent Directors/Auditors set forth by the securities listing regulations and the enforcement rules for the securities listing regulations.</p>
Keiko Honda	✓	-	<p>Keiko Honda has experience of engaging in consulting business for many years, which include providing advice on corporate and financial strategies, M&A, and alliances. She also has experience serving as representative of a multinational institution. Based on such experiences, she teaches ESG investment at a university, with extensive knowledge in management and sustainability of corporates and global organizations. The Company appointed her as an Outside Director with the expectation that she will utilize her experience to watch and supervise the management of the Company from an independent standpoint, as well as provide valuable suggestions and proposals on the Company's overall business management based on her specialized experience, thus enhancing the Company's corporate governance.</p> <p>Ms. Honda has also been designated as an Independent Director as the Company confirmed at its non-statutory Nominating Committee, with the majority of the participants being Outside Directors, that she satisfies both the relevant requirements set forth in the Companies Act and the Company's own selection criteria designed to ensure the independence of Outside Directors.</p>

			It was confirmed that she fulfills the criteria to be Independent Directors/Auditors set forth by the securities listing regulations and the enforcement rules for the securities listing regulations.
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Any voluntary committee that is equivalent to the Nominating Committee or the Compensation Committee	Yes
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Voluntary Committee's composition, & occupations of Committee members and the chairperson
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	Name of the committee	All members	Full-time members	Directors	Outside directors	Outside experts	Other	Chair person
Voluntary committee equivalent to the Nominating Committee	Nominating Committee	5	0	2	3	0	0	Outside Director
Voluntary committee equivalent to the Compensation Committee	Compensation Committee	5	0	2	3	0	0	Outside Director

Supplementary explanation

(I) Nominating Committee

The Company shall establish the Nominating Committee as a voluntary advisory body for the Board of Directors in order to enhance objectivity concerning the appointment and dismissal of Directors, Audit & Supervisory Board Members, the President & CEO and other Executive Officers. The Committee shall consist of nominating members selected from Directors; not less than half of the members shall be Outside Directors. The Committee shall be chaired by an Outside Director.

The Nominating Committee shall assume the roles of deliberating the requirements of Directors, the President & CEO and other Executive Officers, formulating a succession plan for the President & CEO, etc. and conducting a review to ensure that candidates are developed systematically in accordance with such plan and the roles of selecting candidates for Directors, Audit & Supervisory Board Members and the President & CEO, and recommending them to the Board of Directors.

The candidates for Directors shall be individuals having sufficient track records, experience and knowledge, etc. for carrying out the approval of material matters of the Company's management execution and for conducting monitoring of the Company's management execution, and shall be deliberated on and decided by also taking into consideration balance and diversity of expertise on the Board of Directors. In addition, with respect to candidates for Outside Directors, the candidates shall be individuals who also satisfy the "Standards for independence of outside officers"

With regards to the appointment of candidates for Audit & Supervisory Board Members, the Nominating Committee shall deliberate on and, with the consent of the Audit & Supervisory Board, nominate, and the Board of Directors shall decide, the candidates. The candidates shall be individuals having sufficient track records, experience and knowledge, etc. for conducting audits of the Company. In addition, with respect to candidates for Outside Audit & Supervisory Board Members, the candidates shall be individuals who also satisfy the "Standards for independence of outside officers". One or more Audit & Supervisory Board Member(s) shall be an individual or individuals having a considerable degree of financial and accounting knowledge.

During fiscal 2020, the Nominating Committee convened a total of ten (10) times, and, along with selecting the candidates for Directors and Audit & Supervisory Board members as well as recommending them to the Board of Directors, deliberated on the requirements for Directors and Executive Officers and their allocation and development.

The Nominating Committee consists of five Directors, including three Outside Directors, as of today. The names of the Committee's members and the Participation in the Committee meetings (FY2020) are as follows.

<Nominating Committee>

■ Chairman of the Committee

Hiroyuki Yanagi (Outside Director)

【Participation in the Committee meetings (FY2020)】 10 times out of 10

■ The Other Members of the Committee

Takuya Shimamura (Internal Director)

【Participation in the Committee meetings (FY2020)】 10 times out of 10

Yoshinori Hirai (Internal Director)

【Participation in the Committee meetings (FY2020)】 -(*1)

Yasuchika Hasegawa (Outside Director)

【Participation in the Committee meetings (FY2020)】 10 times out of 10

Keiko Honda (Outside Director)

【Participation in the Committee meetings (FY2020)】 7 times out of 7 (*2)

(*1) Yoshinori Hirai assumed the position of the member of the Committee on March 30, 2021.

(*2) Since Keiko Honda only assumed the position of Director on March 27, 2020, the total number of Nominating Committee meetings that she was able to attend is different from that of other Directors.

<Reference>

The Participation in the Nominating Committee meetings (FY2020) of Kazuhiko Ishimura who retired from his position of Director on March 30, 2021 is 10 times out of 10.

(2) Compensation Committee

The Company shall establish the Compensation Committee as a voluntary advisory body for the Board of Directors in order to enhance objectivity concerning compensation for Directors and Executive Officers. The Committee shall consist of compensation members selected from Directors; not less than half of the members shall be Outside Directors. The Committee shall be chaired by an Outside Director.

The Compensation Committee shall assume the roles of deliberating the principles, strategies and systems of compensation for Directors and Executive Officers, make proposals to the Board of Directors, and examine the evaluations of performance and results of payment of compensation for each Executive Officer.

In fiscal 2020, the Committee met eight (8) times. Based on the Company's Policy for determining compensation and other emoluments for officers, the committee deliberated on decisions on the amount of performance-linked compensation for Executive Officers, goal-setting for the next fiscal year, and analysis and verification of the level of compensation for Directors, Audit & Supervisory Board members, and Executive Officers, and made proposals regarding such matters to the Board of Directors. The Board of Directors deliberated and resolved matters proposed by the Compensation Committee at a total of six meetings of the Board of Directors.

The Compensation Committee consists of five Directors, including three Outside Directors, as of today. The names of the Committee's members and the Participation in the Committee meetings (FY2020) are as follows.

< Compensation Committee >

■ Chairman of the Committee

Keiko Honda (Outside Director)

【Participation in the Committee meetings (FY2020)】 5 times out of 5 (*1)

■ The Other Members of the Committee

Takuya Shimamura (Internal Director)

【Participation in the Committee meetings (FY2020)】 8 times out of 8

Yoshinori Hirai (Internal Director)

【Participation in the Committee meetings (FY2020)】 -(*2)

Yasuchika Hasegawa (Outside Director)

【Participation in the Committee meetings (FY2020)】 8 times out of 8

Hiroyuki Yanagi (Outside Director)

【Participation in the Committee meetings (FY2020)】 8 times out of 8

(*1) Since Keiko Honda only assumed the position of Director on March 27, 2020, the total number of Compensation Committee meetings that she was able to attend is different from that of other Directors.

(*2) Yoshinori Hirai assumed the position of the member of the Committee on March 30, 2021.

<Reference>

The Participation in the Compensation Committee meetings (FY2020) of Kazuhiko Ishimura who retired from his position of Director on March 30, 2021 is 8 times out of 8.

Audit & Supervisory Board members

Existence or Nonexistence of an Audit & Supervisory Board	Exists
Number of Audit & Supervisory Board members provided for in the Articles of Incorporation	5
Number of Audit & Supervisory Board members	4

Cooperation between Audit & Supervisory Board members and Accounting Auditors and Internal Auditing

Audit & Supervisory Board members hold meetings with the Accounting Auditor and obtain information on the progress of accounting audits, their results, and other details as well as strive to enhance the effectiveness of auditing jointly with the Accounting Auditor based on its reports and through mutual exchange of opinions.

Audit & Supervisory Board members hold a regular meeting with the Internal Audit Division, etc. that has the internal audit function and obtain information on the progress of internal audits, their results, and other details as well as strive to enhance the effectiveness of auditing jointly with the Internal Audit Division, etc. based on its reports and through mutual exchange of opinions. In response to the spread of COVID-19, meetings to exchange views, etc. were held online, in addition to conventional face-to-face meetings.

Outside Audit & Supervisory Board members	Elected
Number of Outside Audit & Supervisory Board members	3
Number of Independent Auditors	3

Relation with the Company (1)

Name	Occupation	Relation(s) with the Company* ¹												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Yoshiyuki Morimoto	Former employee of another company													
Akio Sakumiya	Former employee of another company													
Yaeko Takeoka	Attorney													

*Categories for relations with the Company

* "○" when the director presently falls or has recently fallen under the category; "△" when the director fell under the category in the past

* "●" when a close relative of the director presently falls or has recently fallen under the category; "▲" when a close relative of the director fell under the category in the past

- a. Person who performs duties at the listed company or its subsidiary
- b. Non-executive director or an accounting advisor of the listed company or its subsidiary
- c. Person who performs duties at or a non-executive director of the parent company of the listed company
- d. Audit & Supervisory Board member of the listed company
- e. Person who performs duties at the brother company of the listed company
- f. Person who has the listed company as the major business partner
- g. Person who performs duties at a company which has the listed company as the major business partner
- h. Consultant, accounting specialist or legal profession who earns a large amount of cash and/or other financial assets from the listed company, other than director's remuneration
- i. Major shareholder of the listed company (or a person who performs duties at the major shareholding company if the major shareholder is a corporation)
- j. Person who performs duties at a business partner of the listed company (Not applicable in the above f, g or h)
- k. Person who performs duties at a company whose executive officer is from the listed company and the listed company also has an executive officer from the company
- l. Person who performs duties at a company which has been donated by the listed company
- m. Others

Relation with the Company (2)

Name	Independent Auditor	Supplementary Information in Regard to Applicable Items	Reason(s) for Appointing the Relevant Outside Audit & Supervisory Board members
Yoshiyuki Morimoto	✓	-	<p>Yoshiyuki Morimoto, as Director and CTO of Bridgestone Corporation, has abundant experience in corporate management at the company, which is vigorously promoting global operations. With such experience, he is expected to fulfill the role of Audit & Supervisory Board Member for the Company. We have accordingly nominated him as an Outside Audit & Supervisory Board Member candidate.</p> <p>Mr. Morimoto has also been designated as an Independent Auditor as the Company confirmed at the Board of Auditors and a non-statutory Nominating Committee, with the majority of the participants being Outside Directors, that he satisfies both the relevant requirements set forth in the Companies Act and the Company's own selection criteria designed to ensure the independence of Outside Audit & Supervisory Board members.</p> <p>It was confirmed that he fulfills the criteria to be Independent Directors/Auditors set forth by the securities listing regulations and the enforcement rules for the securities listing regulations.</p>
Akio Sakumiya	✓	-	<p>Akio Sakumiya has abundant experience in corporate management as the Director of OMRON Corporation and also led efforts to improve corporate governance at OMRON Corporation as the Vice Chairman of various advisory committees. Thus, he is expected to fulfill the role of Audit & Supervisory Board Member for the Company. We have accordingly nominated him as an Outside Audit & Supervisory Board Member candidate.</p> <p>Mr. Sakumiya has also been designated as an Independent Auditor as the Company confirmed at the Board of Auditors and a non-statutory Nominating Committee, with the majority of the participants being Outside Directors, that he satisfies both the relevant requirements set forth in the Companies Act and the Company's own selection criteria designed to ensure the independence of Outside Audit & Supervisory Board members.</p> <p>It was confirmed that he fulfills the criteria to be Independent Directors/Auditors set forth by the securities listing regulations and the enforcement rules for the securities listing regulations.</p>

Yaeko Takeoka	✓	-	<p>Yaeko Takeoka has abundant experience as an attorney at law and extensive knowledge of laws and compliance. With such experience and knowledge, she is expected to fulfill the role of Audit & Supervisory Board Member for the Company. We have accordingly nominated her as an Outside Audit & Supervisory Board Member candidate. While she has not been involved directly in corporate management except for as an Outside Officer, we have concluded that she is able to duly perform the duties of an Outside Audit & Supervisory Board Member for the reasons mentioned above.</p> <p>It was confirmed that she fulfills the criteria to be Independent Directors/Auditors set forth by the securities listing regulations and the enforcement rules for the securities listing regulations.</p>
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Independent Directors/Auditors

Number of Independent Directors/Auditors	6
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Other Matters concerning Independent Directors/Auditors

<Standards for Independence of Outside Officers>

The Company has set the following standards to ensure the independence of Outside Officers.

- (1) An Outside Officer shall not be a business executing person (referring to a director except an outside director, an executive officer or an employee; the same hereinafter) of any company of a group of consolidated companies (a "consolidated corporate group", which consists of a parent company and its subsidiaries, excluding the AGC Group) to which a company competing with the AGC Group in the AGC Group's key business areas belongs. In addition, an Outside Officer shall not hold 10% or more of the voting rights of a company belonging to such consolidated corporate group, and shall not be a business executing person of a company which holds 10% or more of voting rights of a company belonging to such consolidated corporate group.
- (2) An Outside Officer shall not have received 10.0 million yen or more per year, except for officers' remuneration*, from the AGC Group in the past three years.
 - * Officers' remuneration refers to, with respect to outside directors, directors' remuneration and, with respect to outside Audit & Supervisory Board members, auditors' remuneration.
- (3) An Outside Officer shall not have been a business executing person of a company belonging to a consolidated corporate group, which has the AGC Group as a major business counterparty, in the past three years. A consolidated corporate group which has the AGC Group as a major business counterparty shall be one with sales to the AGC Group exceeding 2% of consolidated net sales of the said consolidated corporate group for its most recent fiscal year.
- (4) An Outside Officer shall not have been a business executing person of a company belonging to a consolidated corporate group which is a major business counterparty of the AGC Group, in the past three years. A consolidated corporate group which is a major business counterparty of the AGC Group shall be one with sales of the AGC Group to such consolidated corporate group exceeding 2% of the AGC Group's consolidated net sales for the most recent fiscal year.
- (5) An Outside Officer shall not have been an employee of auditing firms that conduct audits on the AGC Group in the past three years.
- (6) An Outside Officer shall not be a major shareholder of the Company (who owns 10% or more of the voting rights in the Company) nor a business executing person of any of the major shareholders.
- (7) In addition to above, the absence of serious conflicts of interest between the Company and an Outside Officer, or any matter between the Company and an Outside Officer that may damage his or her independence.
 - * The above mentioned standards are the minor criteria that are deemed to have no influence on shareholders' decision on exercising their voting rights.

The Company designates all the qualified Outside Directors and Outside Audit & Supervisory Board members as Independent Directors/Auditors.

Incentives to Directors

Implementation of Measures to Grant Incentives to Directors	Introduction of Performance-linked Remuneration Plan and Others
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Supplementary Information in Regard to Applicable Items
For details see “Disclosure of policies for determining the amount of remuneration or method of calculating remuneration for Directors and Auditors”.

The Grantees of stock options	No
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Supplementary Information in Regard to Applicable Items

Director Remuneration	
Status of disclosure of individual remuneration for directors	Partially disclosed

Supplementary Information in Regard to Applicable Items
Compensation paid to 8 Directors of the Company (including 4 Outside Directors)(*1) for fiscal 2020 is as follows.
(*1) “Compensation paid to 8 Directors of the Company” includes compensation for one Director (an Outside Director) who retired from her position as of March 27, 2020.

1. Monthly compensation: ¥286 million (including ¥48 million for Outside Directors)
2. Performance-linked bonus: ¥97million (paid to Directors concurrently serving as Executive Officer)(*2)
(*2) “bonus” includes the amount paid as an alternative to stock compensation (fixed compensation) for one Outside Director.
3. Stock compensation: ¥70 million (paid ¥2 million to Outside Directors)(*3)
(*3) The amount of payment of “Stock compensation” shows only the amount expensed as the fixed component out of the amount expensed for the fiscal year under review. Regarding the performance-linked component, a reversal of 100 million yen from the amount expensed in the previous fiscal years was recorded separately.
4. The details of individual compensation of one director who received, in aggregate, consolidated compensation of ¥100 million or more are disclosed as follows:
President & CEO Takuya Shimamura(*4)
¥164 million (Monthly Compensation: ¥79 million, Performance-linked bonus: ¥54 million, Stock compensation: ¥31 million)
(*4) Takuya Shimamura became a Representative Director & Chairman as of January 1, 2021 and became a Director & Chairman without representative rights as of March 30, 2021.

The existence of policies determining the amount of remuneration or method of calculating remuneration for directors and auditors	Yes
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The disclosure policies determining the amount of remuneration or method of calculating remuneration for directors and auditors.

The Company amended its “Policy for determining compensation and other emoluments for officers” on February 5, 2021. The content thereof is as follows. In view of the importance of asset efficiency as well as business profitability, the indicator of performance for bonuses was changed from Operating Profit to Return (Operating Profit) on Capital Employed and the status of the reinforcement of non-financial capital, progress on portfolio conversion, etc. were added as evaluation items. With regard to stock compensation, the performance evaluation method was changed to evaluate performance based on factors including the level of achievement of performance targets for each fiscal year, in order to further increase the willingness of officers to contribute to the improvement of corporate value and promote the steady implementation of the medium-term management plan. Results for the fiscal year ended December 2020 have been evaluated in accordance with the policy prior to the amendment.

i. Basic Philosophy on compensation system
In its Compensation Principles, the Company sets out its basic stances and philosophies on overall compensation for officers as follows.

- The compensation system shall be one that enables the Company to attract, secure and reward diverse and talented personnel, in order to establish and expand the Company's edge over its peers.
- The compensation system shall be one that promotes continued improvement of corporate values, and in this way allows shareholders and management to share gains.
- The compensation system shall be one that gives motivations to achieve performance goals relating to management strategies for the AGC Group's continuous development.
- The decision-making process of determining compensation shall be objective and highly transparent.

ii. Composition of Compensation

a. Compensation for the Company's officers consists of "Monthly compensation(*1)" as fixed compensation and variable compensation, such as "Bonuses" and "Stock compensation". The Company's officers are eligible for the following compensation according to their positions.

Classification	Fixed compensation	Variable compensation		
	Monthly compensation	Bonuses	Stock compensation(*2)	
			Performance-linked component	Fixed component
Directors who serve concurrently as Executive Officers and Executive Officers	●	●	●	●
Directors who do not serve concurrently as Executive Officers (including Outside Directors)	●	—	—	●
Audit & Supervisory Board members	●	—	—	—

(*1) In the event that persons eligible for Stock Compensation are non-residents of Japan, the Company may, instead of delivering shares, make a cash payment in an equivalent amount as a bonus payment to such persons.

(*2) Stock compensation consists of a performance-linked component and a fixed component. The performance-linked component does not cover Directors who do not serve concurrently as Executive Officers (including Outside Directors).

b. The proportion of each component of Directors shall be based on the standard payment amount, and is determined by reflecting details of "iii. Scheme of Variable Compensation" below, and shall approximately be as follows.

Classification	Fixed compensation	Variable compensation (*3)	
	Monthly compensation	Bonuses	Stock compensation
Director President and CEO	40	30	30
Directors who serve as Executive Officers (excluding President and CEO)	50	25	25
Directors who do not serve as Executive Officers(Director & Chairman)	60	0	40
Outside Directors	90	0	10

(*3) Variable compensation shall be the total of bonuses and amount of stock compensation for a single fiscal year.

iii. Scheme of Variable Compensation

Variable compensation takes into account a balance among each of the short, medium, and long-term periods, to allow the management functions to be carried out from a well-balanced perspective in each of such terms, in order to achieve sustainable growth and enhance the corporate value of the AGC Group.

a. Bonuses

- An amount according to each officer's position is adjusted in accordance with the consolidated performance indicators for a single fiscal year, in order to further enhance the motivation to achieve performance goals for a single fiscal year.

- The indicators of performance shall be Return (Operating Profit) on Capital Employed (*4) and Cash Flow, considering the importance of improving business profitability and asset efficiency, as well as generating cash flows.
- (*4) Return (Operating Profit) on Capital Employed = Operating Profit/Operating Assets
- The amount shall vary depending on the level of achievement of the target for Return (Operating Profit) on Capital Employed and improvement of Cash Flow compared to the previous fiscal year. In principle, the amount shall vary between 0% and 200% of the standard payment amount, after the status of reinforcement of non-financial capital, progress on portfolio conversion, etc. are also taken into account, together with individual performance. The amount shall be determined by a resolution of the Board of Directors after deliberation by the Compensation Committee.
- Bonuses cover the period from the beginning of the fiscal year to the final day of the fiscal year, and are paid immediately after the end of the first annual general shareholders' meeting after the target period ends.

<Reference>

[Business results for FY2020]

- The operating profit indicator failed to meet the target, with operating profit of ¥75.8 billion against a target of ¥120 billion.
- The cash flow indicator declined compared to the previous fiscal year.
- Based on the abovementioned results of the two indicators, the amount of bonuses to be paid to Directors who serve concurrently as Executive Officers was set at 85% of the standard payment amount.

[Targets for FY2021]

- The target of Return (Operating Profit) on Capital Employed indicator is more than 5.3%.

b. Stock compensation

- The Stock compensation plan (the “Plan”) is intended to enhance the motivation to contribute to medium- to long-term improvements in the corporate value of the AGC Group, and to promote a sharing of interests with shareholders, as well as to further enhance the motivation to achieve the performance goals in the medium-term management plan (the “mid-term plan”).
- Compensation under the Plan consists of a performance-linked component, whereby the Company’s shares, etc. to be delivered will vary depending on the position and the level of achievement of targeted consolidated performance indicators for the mid-term plan, and a fixed component, whereby a fixed number of the Company’s shares, etc. shall be delivered in accordance with the position.
- The performance indicator shall be a Return (Business Profit) on Capital Employed (*5)(*6), considering the importance of increasing asset efficiency as a material manufacturer to achieve its target for ROE, a key performance indicator of the mid-term plan, as well as EBITDA, considering the importance of improving efficiency, while ensuring sustainable corporate growth.
- (*5) Return (Business Profit) on Capital Employed = Business Profit/Operating Assets
The name of this indicator has been changed from Return on Operating Assets to Return (Business Profit) on Capital Employed.
- (*6) Return (Business Profit) on Capital Employed and EBITDA each make up 50% of the performance-linked component
- The performance-linked component is calculated as a weighted average with prescribed ratios (*7) of the level of achievement of the targets for these indicators in each fiscal year during the mid-term plan period. In principle, the amount shall vary between 0% and 200% of the standard payment amount, and shall be determined by a resolution of the Board of Directors after deliberation by the Compensation Committee.
- (*7) 25% for the first year, 25% for the next year, and 50% for the final year

-Officers shall continue to hold the Company's shares acquired through the Plan after the end of the mid-term plan period, until they retire from office.

<Reference>

[Business results for FY2020]

- Return (Business Profit) on Capital Employed, one of the mid-term plan targets, was substantially below the 9.0% target.
- EBITDA, one of the mid-term plan targets, was substantially below the ¥326 billion target.
- Based on the abovementioned results of the two indicators, the performance-linked component of stock compensation to be paid to Directors who serve concurrently as Executive Officers was set at 0%.

[Targets for mid-term plan]

-The levels of Return (Business Profit) on Capital Employed and EBITDA generally equivalent to the target of ROE of 8% in the mid-term plan covering the period from fiscal year 2021 through fiscal year 2023 are set as the baseline of targets. The details are as follows.

Return (Business Profit) on Capital Employed : 7.0% or more
EBITDA : 344 billion yen or more

iv. Compensation level

The Compensation Committee (which is established voluntarily) verifies the level of compensation for the Company's officers by analyzing compensation data of major manufacturing companies obtained from data compiled by a third-party organization, and comparing the said data with the Company's compensation level.

v. Compensation determination method

The Compensation Committee, a voluntary advisory committee whose majority members are Outside Directors, and which is chaired by an Outside Director, deliberates on matters such as the compensation system and level for Directors and Executive Officers, based on "1. i. Basic Philosophy on Compensation System," makes proposals regarding them for a resolution by the Board of Directors. Compensation of Directors shall be resolved at the Board of Directors, within the maximum amount of compensation (total amount) approved at a general meeting of shareholders. The Compensation Committee also verifies the results of compensation payments, in order to increase the objectivity and transparency of the compensation determination process.

<Reference>

Maximum amount and composition of compensation and other emoluments for Directors is as follows.

- (1)Monthly compensation and bonuses of up to 500 million yen per year (including up to 65 million yen for Outside Directors) was approved at the 82nd Ordinary General Meeting of Shareholders held on March 29, 2007 and the 86th Ordinary General Meeting of Shareholders held on March 30, 2011. Please note that only Directors who serve concurrently as Executive Officers are eligible for the payment of bonuses.
- (2)Regarding stock compensation for Directors and Executive Officers (excluding non-residents of Japan), it was approved at the 93rd Ordinary General Meeting of Shareholders held on March 29, 2018 that, for each period covered by the mid-term management plan (three fiscal years), the Company will contribute money to the trust of up to a total of 1.5 billion yen (of which the total amount for acquiring the Company's shares to be delivered, etc. to Outside Directors will be 25 million yen) with the upper limit of shares (including the Company's shares subject to conversion into cash) to be delivered, etc. through the trust being 372,000 (of which the number of shares to be delivered, etc. to Outside Directors will be 6,000 shares).

vi. The Policy determination method

The Compensation Committee deliberates on the Policy and makes proposals regarding it for a resolution by the Board of Directors.

The Support System Provided for Outside Directors and Outside Audit & Supervisory Board members

Corporate Planning General Division, the secretariat of the Board of Directors, notifies Outside Directors that Board of Directors meetings will be held, delivers related materials to them, and when needed, explains agenda items of the meetings to them in advance.

The Secretariat of the Audit & Supervisory Board is tasked with assisting the duties of the Outside Audit & Supervisory Board members, including the convening of the Audit & Supervisory Board, participation in important meetings, and coordinating meetings with the Representative Director, the Outside Directors, the Internal Audit Division, and the Accounting Auditor.

Under the above support system, the members of the Board of Directors and the Audit & Supervisory Board supervise the business management of the Company by actively making questions and proposals based on their specialized experiences.

Name	Title	Description of Tasks	From and Conditions of Services (Full-time, Part-time, Paid or Unpaid, etc.)	Date of Retirement from President, etc.	Term
-	-	-	-	-	-

Total number of Consultants, Advisor, etc. who have retired from Representative Director and President, etc.	0
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Note: The Company do not possess a system to appointing retired Representative Director as consultant or advisor, etc.

2.Items Concerning Functions such as Execution of Duties, Audit and Supervision, Designation, and Remuneration Determination

1. Oversight structure and implementation of measures

(1) The Board of Directors

The Company positions the Board of Directors as a “body that approves basic policies and oversees the management of the Group.” The number of Directors is seven (including three Outside Directors who satisfy the “Standards for independence of outside officers” of the Company) as of the day of submitting this document, and the term of office of Directors is one year. The Company’s Board of Directors include one female member. The Board of Directors shall be chaired by an Outside Director in principle.

The Company adopts the Executive Officer System, under which executive officers (with a one-year term of office) are clearly distinguished from directors as defined under the Companies Act, and are responsible for the execution of the AGC Group's management and business operations.

In fiscal 2020, 15 Board of Directors meetings were held. At these meetings, members oversaw the Group’s management execution, decided on candidates for Director, and nominated and decided on Executive Officers for the following year. Further, they approved other important matters, such as the acquisition and disposal of important assets, budgets.

The names of the Board of Directors and the Participation in the Board of Directors meetings (FY2020) are as follows.

< Board of Directors >

■ Chairman of the Board of Directors

Yasuchika Hasegawa (Outside Director)

【Participation in the Board of Directors meetings (FY2020)】 15 times out of 15

■ The Other Members of the Board of

Directors Takuya Shimamura (Internal Director)

【Participation in the Board of Directors meetings (FY2020)】 15 times out of 15

Yoshinori Hirai (Internal Director)

【Participation in the Board of Directors meetings (FY2020)】 15 times out of 15

Shinji Miyaji (Internal Director)

【Participation in the Board of Directors meetings (FY2020)】 15 times out of 15

Hideyuki Kurata (Internal Director)

【Participation in the Board of Directors meetings (FY2020)】 -(*1)

Hiroyuki Yanagi (Outside Director)

【Participation in the Board of Directors meetings (FY2020)】 15 times out of 15

Keiko Honda (Outside Director)

【Participation in the Board of Directors meetings (FY2020)】 11 times out of 11 (*2)

(*1) Hideyuki Kurata assumed the position of Director on March 30, 2021.

(*2) Since Keiko Honda only assumed the position of Director on March 27, 2020, the total number of the Board of Directors meetings that she was able to attend is different from that of other Directors.

<Reference>

The Participation in the Board of Directors meetings (FY2020) of Kazuhiko Ishimura who retired from his position of Director on March 30, 2021 is 15 times out of 15.

(2) Nominating Committee and Compensation Committee

Aiming to further strengthen its corporate governance system, the Company has established the Nominating Committee and the Compensation Committee, as voluntary advisory committees of the Board of Directors, to improve objectivity in the evaluation, election and remuneration of Directors, Executive Officers, and other parties. Please refer to Section II 1 (Voluntary Committee's composition, & occupations of Committee members and the chairperson) of this corporate governance report.

(3) Status of Audit by Audit & Supervisory Board

① System of audit by Audit & Supervisory Board

• The Company has adopted the Audit & Supervisory Board system and the Audit & Supervisory Board consists of four Audit & Supervisory Board Members (four-year term of office), with three members, who constitute the majority of the members, as Outside Audit & Supervisory Board Members who satisfy the standards for independence of outside officers of the Company. The Company's Audit & Supervisory Board Members include one female member. The Secretariat of the Audit & Supervisory Board has been established as an organization tasked with assisting with the duties of Audit & Supervisory Board Members.

• Audit & Supervisory Board Member Tetsuo Tatsuno has considerable knowledge of finance and accounting through extensive experience in the accounting sector of the Company. Audit & Supervisory Board Members Yoshiyuki Morimoto and Akio Sakumiya have abundant experience in corporate management at the company. Audit & Supervisory Board Member Yaeko Takeoka has abundant experience as an attorney at law and extensive knowledge of laws and compliance.

② Activities of Audit & Supervisory Board Members and the Audit & Supervisory Board

• The Audit & Supervisory Board formulated an audit policy, audit plan, and other relevant matters, and received reports from each Audit & Supervisory Board Member on the implementation and results of audits, as well as reports from the Directors, the Accounting Auditor, and other relevant personnel on the status of the execution of their duties, and requested explanations from them when necessary. In fiscal year 2020, the Audit & Supervisory Board worked to conduct audits systematically and efficiently in accordance with the AGC Group's basic audit policy in order to properly oversee and verify whether matters related to the internal control system, such as the compliance system, risk management system, and system to ensure the reliability of the financial statements, as set out in the basic policy concerning the internal control system, have been adequately established and implemented within the AGC Group.

• The names of the Audit & Supervisory Board and the Participation in the Audit & Supervisory Board meetings and the meetings of the Board of Directors (FY2020) are as follows.

< Audit & Supervisory Board >

■ Chairman of the Audit & Supervisory Board

Yoshiyuki Morimoto (full-time) (Outside Audit & Supervisory Board Member)

【Participation in the Audit & Supervisory Board meetings (FY2020)】 14 times out of 14

【Participation in the Board of Directors meetings (FY2020)】 15 times out of 15

■ The Other Members of the Audit & Supervisory Board

Tetsuo Tatsuno (full-time)

【Participation in the Audit & Supervisory Board meetings (FY2020)】 14 times out of 14

【Participation in the Board of Directors meetings (FY2020)】 15 times out of 15

Akio Sakumiya (Outside Audit & Supervisory Board Member)

【Participation in the Audit & Supervisory Board meetings (FY2020)】 14 times out of 14

【Participation in the Board of Directors meetings (FY2020)】 15 times out of 15

Yaeko Takeoka (Outside Audit & Supervisory Board Member)

【Participation in the Audit & Supervisory Board meetings (FY2020)】 14 times out of 14

【Participation in the Board of Directors meetings (FY2020)】 15 times out of 15

In accordance with the Audit & Supervisory Board Auditing Standards established by the Audit & Supervisory Board and in compliance with the audit policy and audit plan, etc., Audit & Supervisory Board Members communicated with the Directors, the Internal Audit Division, and other relevant employees, etc. to collect information and create an audit environment; attended important meetings, including those of the Board of Directors, the Management Committee, the Medium-Term Business Plan and Budget Council, and the Performance Monitoring Conference; inspected important documents; audited the head office's sections and other offices and plants; investigated subsidiaries; and made reports on the results to the Audit & Supervisory Board. Audit & Supervisory Board Members received reports periodically from the Directors, employees and other relevant personnel on the status of the establishment and implementation of the internal control system, and checked their content. In addition, they monitored and verified whether the Accounting Auditor maintained its independent position and conducted audits properly.

Full-time Audit & Supervisory Board Member Tetsuo Tatsuno and Outside Audit & Supervisory Board Member Yoshiyuki Morimoto proactively worked to develop an audit environment and gather information within the Company and shared information with other Audit & Supervisory Board Members upon monitoring and checking the status of the development and implementation of the internal control system on a daily basis.

(4) Status of internal audits

With regard to internal audits, the Internal Audit Division and some 40 internal audit staff members of the AGC Group located in Europe, the U.S. and China regions implement internal audits based on an annual audit plan and similar plans to reasonably assure that the internal control system is functioning effectively within the AGC Group, including overseas companies, and make suggestions to help the internal control system function more effectively and efficiently. The Internal Audit Division directly reports to the President and CEO, and assumes the role of investigating and evaluating the establishment and implementation of the internal control system with respect to the various management activities of the AGC Group through internal audits, and expresses opinions based on the results thereof from a fair and independent standpoint. The audit results are reported periodically to the Board of Directors.

(5) Status of accounting audit

• The Company has contracted with KPMG AZSA LLC to perform accounting audit duties. KPMG AZSA LLC has continuously been conducting audits for the Company for 15 years.

The names of the certified public accountants who performed accounting audit duties in fiscal year 2020 and their number of years of continuous auditing are as follows.

Atsuji Maeno : 4 years

Tsutomu Ogawa : 1 year

Takahiro Kajiwara : 2 year

• The assistants for the Company's accounting audit duties consist of 11 certified public accountants (CPA), six candidates for CPA who passed the CPA examination and others as well as 11 other staff members (persons in charge of system audit, etc.).

Audit & Supervisory Board Members, the Internal Audit Division, and the Accounting Auditor collaborate with each other where deemed appropriate through reporting and exchanging opinions and work to improve the effectiveness of and enhance audits.

• The Audit & Supervisory Board selects Accounting Auditors based on a comprehensive evaluation of items, including their independence, status of quality control, appropriateness of the system for executing duties, and status of the AGC Group audit of global business operations.

• The Audit & Supervisory Board, by unanimous agreement, will dismiss the Accounting Auditor if it is confirmed that the Accounting Auditor falls under any item of Article 340 Paragraph 1 of the Companies Act, and the Audit & Supervisory Board determines it is necessary to dismiss that accountant.

After giving full consideration to the Accounting Auditor's independence, performance of its duties and various circumstances, the Audit & Supervisory Board will determine the contents of an agenda regarding the removal or non-reappointment of the Accounting Auditor to be submitted to a general meeting of shareholders (when necessary).

• The Audit & Supervisory Committee conducted an evaluation of the Accounting Auditor's maintenance of independence, formulation of proper audit plans and effective and efficient implementation thereof,

communication with relevant departments, status of group audit, and responses to fraud risks, etc., and judged that the Accounting Auditor is performing its duties appropriately.

<Impact of the Spread of COVID-19>

In fiscal year 2020, under the influence of the spread of COVID-19, the Board of Directors, the Nominating Committee and Compensation Committee, Audit & Supervisory Board, and other key meetings, as well as parts of audits by Audit & Supervisory Board Members, internal audits, accounting audits, etc. were conducted through online meetings and efforts were made to ensure communication and coordination utilizing digital tools, etc. In these and other ways, the Company ensured appropriate systems were in place to oversee management.

(6) Outline of the liability limitation contract

The Company has executed a contract with all of three Outside Directors and four Audit & Supervisory Board members to limit their liability arising under Article 423, Paragraph 1 of the Companies Act to the sum of the amounts prescribed in each Item of Article 425, Paragraph 1 of the Companies Act.

2. Management system

The AGC Group introduced the Executive Officer system and the In-House Company system; adopted a globally integrated management system; and transferred significant responsibility and authority for the execution of business operations to each In-House Company and SBU. In-House Companies are defined as business units with net sales of more than ¥200.00 billion and which conduct business globally, and currently there are four In-House Companies: the "Building & Industrial Glass Company", "Automotive Glass Company", "Electronics Company" and "Chemicals Company".

Business units of a smaller size than this are defined as SBU (Strategic Business Unit), and currently there is AGC Ceramics Co., Ltd.

Note that the "Building & Industrial Glass Company" and "Automotive Glass Company" share the same float sheet glass manufacturing facilities (glass melting furnace), which are our largest assets and situated the highest upstream in the supply chain. Thus, decisions on assigning management resources are closely tied to the results of each business and inseparable from their performance evaluation. Therefore, with the participation of presidents of both in-house companies, we have established a "Glass Segment Council," which primarily functions to maintain synergies and maximize overall production in the glass segment, and collaborates to maximize profits for the group.

3. Reason for the adoption of the current corporate governance system

The Company strives to strengthen its management oversight function by separating the functions of oversight and execution of management, and increase the objectivity and transparency of the management through the appointment of Outside Directors and the establishment of a non-statutory Nominating Committee and a Compensation Committee. In addition, the Company has adopted Audit & Supervisory Board System, which is considered effective to fully strengthen the Company's corporate governance system as the oversight of the Board of Directors by Audit & Supervisory Board members is fully functioning within the Company.

III. Implementation of Measures Related to Shareholders and Other Stakeholders

1. Measures to Revitalize the Shareholders' Meetings and Facilitate the Exercise of Voting Rights **<Updated>**

	Supplementary Information
Early Distribution of Notice Regarding the Ordinary General Meetings of Shareholders	The Company sent out the convocation notice of the 96th Ordinary General Meeting of Shareholders, which was held on March 30, 2021, 22 days prior (March 8, 2021) to the general meeting.
Setting of general meeting of shareholders not on days when general meetings of shareholders of other companies concentrate	The Company usually holds a general meeting of shareholders in March, when general meetings of shareholders of other companies do not concentrate.
Exercise of Voting Rights by Electromagnetic Means	The Company has introduced an electronic voting system that enables shareholders to exercise voting rights via the Internet (including Internet access via a cellular phone), and uses the platform for electronic exercise of voting rights for institutional investors that is operated by ICJ.
Utilization of electromagnetic voting platform and other methods of improving the environment for institutional investors' voting	We use ICJ Ltd.'s electronic voting platform.
Providing an English summary of the Notice Regarding the Ordinary General Meeting of Shareholders	The Company has prepared an full-text English translation of the Notice of General Meeting of Shareholders, etc. mainly to facilitate exercise of voting rights by foreign shareholders. The English translation is posted on the Company's website along with the Japanese version of the Notice of General Meeting of Shareholders, etc. simultaneously.
Others	Notice of General Meeting of Shareholders and Reference Documents for the General Meeting of Shareholders are posted on the Company's website at an early stage. As for ones concerning the 96th Ordinary General Meeting of Shareholders held on March 30, 2021, they are posted on the Company's website on March 2, 2021 prior to delivery. The 96th Ordinary General Meeting of Shareholders held on March 30, 2021 was addressed to shareholders in virtual live-streaming on the Internet.

2. IR Activities <Updated>

	Supplementary Information	Existence or Nonexistence of explanation by a company representative
Establishing and announcing “Disclosure Policy”	<p>The AGC Group established the AGC Group Charter of Corporate Behavior, which declares that the AGC Group will communicate responsibly with customers, local citizens, shareholders, and other members of society by disclosing information in a fair and appropriate manner. Based on this basic idea, the AGC Group will proactively carry out disclosure and interactive communication activities. The AGC Group’s disclosure Policy is available on the Company’s website.</p> <p><Japanese; http://www.agc.com/ir/policy/policy/index.html ></p> <p><English; http://www.agc.com/en/ir/policy/policy/index.html></p>	
Holding of Periodic Conferences for Individual Investors	The Company holds briefings for individual investors several times a year. In 2020, The Company held briefings for individual investors for one(1) time due to the impact of the spread of COVID-19.	Does not exist
Holding of Periodic Conferences for Analysts and Institutional Investors	The Company holds briefings attended by CEO and CFO for analysts and institutional investors on the day it announces business results for the second quarter and the full year. At these briefings, the CEO discusses the medium-term plan (or progress on the plan) and CFO discusses the business results. In addition, the Company holds online briefings for analysts and institutional investors by CFO on the day it announces business results for the first and third quarters.	Exists
Holding of Periodic Conferences for Overseas Investors	The Company visits investors in the U.S., Europe or other countries, individually or holds online meetings with them every year. In addition, The Company attends conferences for overseas investors held in Japan and overseas, and explains latest business results and medium-term business plan (or its progress).	Exists
Posting of IR Materials on Website	<p>The following IR information is available on our website (in Japanese and English).</p> <p>(1) summary reports on business results; (2) securities reports(available only in Japanese); (3) AGC Integrated Report(company brochure); (4) financial reviews (former annual reports); (5) materials for corporate briefings and earnings briefings; (6) audio and video distribution of medium-term management plan and earnings briefings; (7) Company overview and AGC Data Book; (8) financial data collection (financial data for the last 10 years); (9) notice and its resolutions of ordinary general meeting of shareholders and fiscal year report; (10) AGC Reviews (investor newsletters); (11) stock and bond information; (12) stock price information; (13) IR calendar.</p> <p><Japanese; http://www.agc.com/ir/></p> <p><English; http://www.agc.com/en/ir/></p>	

Establishment of a Post for IR	The Company has established a department in charge of IR in Corporate Communications & Investor Relations Division, to enhance IR activities in cooperation with each business division, the planning division, the financial division and other divisions within the Group.	
Others	The Company's CEO, CTO, CFO, the Executive Officer in charge of corporate finance, and the person in charge of IR visit major domestic and overseas investors individually or hold online meetings with them, and explain business results and other details. The Company also holds tours of plants and facilities on an irregular basis. In fiscal 2020, the Company held an online briefing about Life Science Business.	

3. Measures Concerning Respecting the Position of Stakeholders <Updated>

	Supplementary explanation
Internal Rules, etc. Regarding Respecting the Position of Stakeholders	<p>In its Group Vision "Look Beyond", the Group defines innovation & operational excellence, diversity, environment and integrity as the four values that all members of the Group should share, and believes that the Group needs to be continuously trusted by all of its stakeholders in order to grow and develop.</p> <p>As a representation to fulfill corporate social responsibility, the Group has established the "AGC Group Charter of Corporate Behavior". The Group has also formulated a Code of Conduct (AGC Group Code of Conduct) which stipulates matters to be complied by all employees in order for the AGC Group to meet stakeholders' expectations and gain their confidence.</p>
Implementation of Environmental Conservation Activities, CSR Activities, etc.	<p>[Consideration for Global Environmental Issues]</p> <p>The Company defines Environment as one of our Shared Values in the AGC Group Vision, "Look Beyond", which states that "We, as good global citizens, will contribute to the creation of a sustainable society in harmony with nature" and is shared by all members of the Group and disclosed on the Company's website. In the area of environmental conservation, the Group has formulated the AGC Group Basic Environmental Policy, based on which the Group promotes the environmental management of the entire Group, including the Company and its all domestic and overseas subsidiaries. In regard to climate change issue, which is of particularly high importance among global environmental issues, the Company aims to achieve net zero carbon emissions by 2050, setting as milestones a reduction target of 30% in total greenhouse gas (GHG) emissions and 50% in GHG emissions per unit of sales* by 2030. *GHG emissions per unit of sales= GHG emissions/sales</p> <p>[Crisis Management for Natural Disasters, etc.]</p> <p>Based on the AGC Group Industrial Safety and Security Policy, Corporate Environment, EHSQ General Division, which is the umbrella body, drew up the activity plan for the year concerned. Based on the activity plan, each business division, etc. is promoting fire prevention, and countermeasures against industrial security incidents and natural disaster-related risks. Implementation status of such measures are monitored through internal audits, etc. for continuous improvement.</p> <p>[Respect for Human Rights]</p> <p>The AGC Group sets forth "Respect for People" in the AGC Group Charter of Corporate Behavior, and as a company that respects human rights, implements initiatives in line with the Guiding Principles on Business and Human Rights announced by the United Nations. The Human Resources Division provides training on human rights within the Group and conducts self-assessment of human rights and labor practices every three years at Group companies. In addition, to grasp the status of and initiatives taken in regard to human rights and labor practices in the supply chain, the Purchasing Division conducts a supplier questionnaire in accordance with the AGC Group Purchasing Policy. In August 2021, the AGC Group formulated the AGC Group Responsible Minerals</p>

	<p>Sourcing Policy. Together with our business partners, we are working so that violation of human rights such as conflicts, child labor and forced labor will not be encouraged through mineral procurement activities. In addition, with the Compliance Department playing a central role, internal and external counseling contact channels (including helpline) have been set up giving due consideration to persons seeking consultation.</p> <p>[Consideration, fair and appropriate treatment for employee health and working environment]</p> <p>AGC Labor Union is organized within the Company as employees' union, and in labor-management negotiations, issues are resolved through discussion. Meetings are held by top management and union managers at least twice a year to exchange opinions on overall management. The Company has formulated the AGC Group Basic Occupational Health & Safety Policy. Health and safety activities are promoted under the safety policy of "No Production without Safety," based on the concept of the Occupational Health and Safety Management System (OHSMS). Furthermore, since 2005, the Company has been conducting engagement surveys targeting all Group company employees both inside and outside Japan every three years. Based on the results of these surveys, measures necessary for each workplace are determined, implemented, and further ascertained in the next survey. Workplace environment has also been developed where employees can engage in their work worry-free according to the change in their stage of life, and fully demonstrate their capability. Systems related to work-life balance are established to realize a working style in which work and private life can coexist. Details of specific initiatives are available on the Company's website.</p> <p>Sustainability Data Book: https://www.agc.com/en/csr/book/index.html</p>
<p>Establishment of Policies, etc. Concerning Supplying Information for Stakeholders</p>	<p>In the AGC Group Charter of Corporate Behavior, the Group stipulates that it should have better communication with various stakeholders such as customers, local citizens and shareholders, as well as disclose information in a fair and appropriate manner. Regarding the timely and appropriate disclosure of information as one of the most important responsibilities of a listed company, the Company complies with laws, ordinances and regulations on timely disclosure, has formulated the Code of Conduct (AGC Group Code of Conduct) and the Regulations on Prevention and Control of Insider Trading; and conducts necessary information management and educational activities.</p>
<p>Other</p>	<p>[Measures for Women's Career Development]</p> <p>The AGC Group considers diversity to be a source of long-term competitiveness and is striving to create an organization in which diverse, motivated human resources can perform to their full potential by defining Diversity as one of our Shared Values in the AGC Group Vision, "Look Beyond." In particular, developing the skills of female employees is a top priority. The Company started considering women's career development in earnest in 2009, and has since been implementing measures aimed at further promoting female employees, such as expanding the hiring of female staff and creating a workplace where they flourish (*), and building a workplace environment in which women can demonstrate their abilities. AGC established the Secretariat for Women's Career Development in 2017, and is focusing its efforts on supporting the career development of female employees from intangible aspects, such as holding three-way interviews involving the Secretariat, female employees, and their supervisors, and forming a cross-sectional network of female employees, in addition to enhancing support from tangible aspects, such as implementing necessary systems and frameworks.</p> <p>In acknowledgement of these activities, The Company was selected for the second year in a row by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange as a FY2020 "Nadeshiko Brand" enterprise for making outstanding efforts to encourage the empowerment of women in the workplace.</p> <p>(*) As of the date of the submission of the report, the Company has two female officers out of a total of 11 officers (Directors and Audit & Supervisory Board Members) and one Executive Officer. Since 2011, the Company has set a target specifying that at least 20%</p>

of new graduates hired for career-track positions be female, and is proactively hiring female talent. In 2020, 23.9% of new graduate hires were female. In addition, the ratio of females in managerial positions has been increasing year by year, and the ratio of females in the Company's managerial positions is currently 5.9% (as of December 21, 2020).

[Measures for the maintenance and promotion of employees' health]

In its management policy, "AGC plus 2.0", the AGC Group has defined the maintenance and promotion of employees' health as a top management priority.

The Company has continued to hold and evolve its traditional initiatives, including a walking event called AGC Walk, implementing mental health care, and taking measures to prevent passive smoking and reduce smoking rates. In addition, in 2020, in order to further raise employees' awareness of the importance of health, the Company established health management KPIs and worked to more accurately understand and improve the condition of its employees' health, including the rate of having secondary health checkups and the rate of having stress-related tests. Furthermore, by strengthening cooperation with Occupational Health Physicians/Industrial Physicians and nurses at each site, combined with a system based on supervisory Occupational Health Physicians/Industrial Physicians leading the planning and implementation of company-wide measures, the Company was able to respond promptly to the spread of COVID-19 and ensure the health of its employees.

In recognition of these activities, the Company was recognized for the second year in a row by the METI and Nippon Kenko Kaigi as a White 500 enterprise under the 2021 Certified Health & Productivity Management Outstanding Organizations Recognition Program for its outstanding health and productivity management practices.

[Others]

In 2021, the Company was awarded a rating of (1), the highest possible rating in Quality Score, a governance comprehensive evaluation of composition of the Board of Directors, executive compensation, shareholder rights, auditing and risk management, given by Institutional Shareholder Services (ISS), a company that provides shareholder voting advice in the US.

IV. Basic Policy Concerning Internal Control System and Overview of their Implementation

1. Basic policy about the internal control system

Under the Group Vision “Look Beyond,” the AGC Group positions the four shared values, “Innovation & Operational Excellence”, “Diversity”, “Environment” and “Integrity”, as the basis for every action that all members of the AGC Group take.

In addition to the above, the AGC Group declares its corporate social responsibility in the form of “AGC Group Charter of Corporate Behavior”, which is intended to lead the group members properly toward realization of the Group Vision “Look Beyond.”

To ensure fair and legal business transactions, we have set the following systems.

(1) System to ensure compliance with laws, regulations and the Articles of Incorporation in the execution of duties by Directors and employees of the AGC Group (Compliance Program)

The AGC Group defines *integrity* as one of the most important shared values in its Group Vision “Look Beyond” and establishes and strengthens its compliance program based thereon.

Specifically, the Company has established the position of CCO (Chief Compliance Officer) as the administrator to be responsible for and promote the AGC Group’s compliance system, and an Executive Officer with authority delegated from the Company’s President and CEO serves as COO. Furthermore, a Global Compliance Leader and Compliance Committee have been established under the CCO as a specialized body responsible for legal and corporate ethical compliance, which plans, formulates, and executes the AGC Group’s compliance measures. It has also established a group-wide compliance system by defining global common compliance rules and country/region specific rules in the Code of Conduct (AGC Group Code of Conduct), and implements necessary education and training, aiming to ensure business activities based on laws, regulations and corporate ethics.

In order to handle reporting and consultation on compliance, the AGC Group has set up helpline contact points. The Company also obliges all the corporate officers and employees of the Company and executives of subsidiaries to submit a written pledge to comply with the Code of Conduct.

The status of compliance and the operations of compliance reporting and consultation systems at the AGC Group are reported to the Board of Directors of the Company (hereinafter referred to as the Board of Directors) on a regular basis.

The Company has also established a group-wide legal administration system to collect information on important legal issues, and reports it to the Board of Directors on a regular basis.

With regard to internal audit within the AGC Group, the Internal Audit Division and internal audit staff in each region implements internal audits based on an annual audit plan and similar plans concerning the establishment of managerial and operational systems, and the legitimacy, rationality, and other aspects of business execution. The audit results are reported to the President & CEO as required, and to the Board of Directors regularly.

To ensure the reliability of the AGC Group’s financial reporting in compliance with the Financial Instruments and Exchange Law, the AGC Group has established an internal control system over financial reporting by stipulating the “AGC Group Internal Control over Financial Reporting Implementation Regulations”.

(2) Information retention and management system with respect to Directors’ execution of duties of the AGC Group

The AGC Group retains and manages important documents and information pursuant to the applicable laws, regulations and relevant internal rules.

In order to maintain confidentiality of important documents and information, the Company informs every member about the basic policies for information security, and follows the designated procedures.

(3) Rules and other systems to control risk of damage incurred by the AGC Group (risk management system)

The AGC Group has established “AGC Group Enterprise Risk Management Basic Policies,” which define the AGC Group’s basic policies concerning risk management and built risk management and crisis response systems across the Group.

With regard to risk management, important risk factors for the AGC Group are specified based on the internal rules and the state of risk management is deliberated periodically at the Management Committee of the Company (hereinafter referred to as the Management Committee) and the Board of Directors. As for individual risks associated with business operations of the AGC Group, each Corporate Division, In-House Company and SBU analyzes the risks of individual operations and projects, and discusses necessary countermeasures. If necessary

and appropriate, the Management Committee and the Board of Directors deliberate the matters as well.

Each responsible division of the Company provides and announces respective guidelines for risks such as those associated with compliance, the environment, disasters, and product quality of the AGC Group, and conducts training sessions, monitoring, and other activities whenever necessary.

With regard to crisis response, in preparation for unforeseen events that could seriously affect both operating results and financial conditions of the AGC Group, in accordance with the relevant internal rules, a crisis management report line has been established so that critical information can be reported speedily and surely to the President & CEO, and further distributed and shared among the officers and the employees concerned. The Company has established a system where emergency task forces can be set up immediately based on the President & CEO's judgment, and initial measures can be taken without delay and appropriately.

(4) System to ensure efficient execution of duties by Directors of the AGC Group (system for efficient execution of duties)

As a fundamental policy on the corporate governance structure, the Company clearly separates the functions of oversight and execution of management, aiming to reinforce the management oversight function while ensuring quick decision making in management execution.

In regard to management oversight, the Company holds meetings of the Board of Directors including Outside Directors, deciding on important business matters of the AGC Group and overseeing business execution of the AGC Group. In addition, the Company has established the Nominating Committee and the Compensation Committee (both non-statutory) in order to warrant the objectivity of evaluation and selection of and compensation package for Directors and Executive Officers.

Authorities and duties with respect to management execution are delegated to each In-House Company and SBU in accordance with a certain standard under the In-House Company System and the Executive Officer System in the Company. Business operations are implemented and evaluated in accordance with specific consolidated key performance indicators established in line with the AGC Group's management policy and its performance targets.

At the AGC Group, duties are executed in accordance with the internal decision making rules based on division of duties and standards for approval. These operations are monitored and verified by internal audits periodically.

(5) System to report matters concerning the execution of duties by executives of subsidiaries to the Company (Reporting system from subsidiaries to the Company)

Subsidiaries report certain matters concerning business operations, etc. to the Company. Of such matters, important issues are reported to the Management Committee and/or the Board of Directors.

Under the compliance system and legal administration systems of the AGC Group, subsidiaries shall quickly report any important compliance issue, important legal issues or similar problem to the Company. These matters are reported to the Board of Directors periodically.

The Internal Audit Division timely reports the results of internal audits conducted over subsidiaries to the President & CEO and periodically to the Board of Directors.

(6) Matters regarding the audit system by Audit & Supervisory Board members

i. Staff assisting duties of Audit & Supervisory Board members (if Audit & Supervisory Board members ask to appoint such staff)

The Company has established the Secretariat of the Audit & Supervisory Board which supports Audit & Supervisory Board members' duties.

ii. Independence of said staff from Directors

Transfer, performance evaluation, and other handling of staff to the Secretariat of the Audit & Supervisory Board are subject to the consent of the Audit & Supervisory Board.

iii. Ensuring of effectiveness of Audit & Supervisory Board members' directions to the said staff

Staff to the Audit & Supervisory Board members does not concurrently serve as employees of other departments. Such staff exclusively performs duties related to the Audit & Supervisory Board and follow directions of the Audit & Supervisory Board members.

iv. Systems of reporting to Audit & Supervisory Board members by Directors and employees of the Company, Directors and employees of subsidiaries, or those who received report from them

Directors and employees of the Company are required to report to Audit & Supervisory Board members on: any event that may violate relevant laws, regulations and the Articles of Incorporation; any event that may cause the Company significant damage; and other matters for reporting stipulated by in-house regulations.

Subsidiaries are required to report to the Company any event that may violate the laws and regulations or articles of incorporation of the Company, or do substantial damage to the Company. Divisions to which these matters are reported quickly report them to this Audit & Supervisory Board members of the Company.

v. System to ensure that those who made reports described in the preceding item shall not receive disadvantageous treatments on the ground that they made the said report

The AGC Group prohibits disadvantageous treatments and retaliatory action against those who made reports concerning the violation of Code of Conduct, etc. under the AGC Group Code of Conduct, and fully notifies employees of the AGC Group about the regulation.

vi. Matters related to policy on procedures for reimbursement of expenses that occurred from performance of duties of the Audit & Supervisory Board members

The Company quickly handles expenses paid by the Audit & Supervisory Board members, excluding cases where the said expenses are judged to be unnecessary for performance of duties of the Audit & Supervisory Board members.

vii. Other systems to ensure effective audits by Audit & Supervisory Board members

Audit & Supervisory Board members attend important meetings, including those of the Management Committee, the Medium-Term Business Plan and Budget Council, and the Performance Monitoring Conference. In addition, Representative Directors and Audit & Supervisory Board members, and Outside Directors and Audit & Supervisory Board members, hold periodical meetings.

Meetings among Audit & Supervisory Board members, the Internal Audit Division with the internal audit function, and other parties are held regularly so that Audit & Supervisory Board members can obtain information on the progress and results of internal audits. The Company has also established a system under which Audit & Supervisory Board members can enhance the effectiveness of its audit in collaboration with the Internal Audit Division and the Accounting Auditor, based on reports and exchange of opinions.

2. Basic policies and systems of the Company to eliminate antisocial forces

The Company has declared the Group's social responsibility in the AGC Group Charter of Corporate Behavior and formulated the Code of Conduct (AGC Group Code of Conduct) that requires individual employees to conduct business activities in accordance with relevant laws, regulations and corporate ethics. In both the Charter and the Code, the Company clarifies its policies for confronting with antisocial forces resolutely and refusing any relations with such forces.

The Company is striving to exclude antisocial forces through the following measures. Audit & Supervisory Board members receive reports periodically from relevant divisions of the Company on donations, entertainment expenses, membership fees of enrolled organizations, and related matters, and check their contents. The Internal Audit Division has established a system where the Division checks whether each division of the Company and Group companies has paid inappropriate donations, entertainment expenses, membership fees of enrolled organizations, or related monies in internal audits conducted under the annual audit plan.

Furthermore, General Affairs Division collects information on antisocial forces from related administrative agencies and other companies, and if necessary conducts training within the Group about sending out of information on such forces and countermeasures to take.

V. Other

1. Matters Regarding Takeover Defense

Not introduced.

2. Other Items Concerning Corporate Governance System, etc.

(1) System for controlling, collecting and understanding corporate information

- The Company established the Information Management Council, chaired by CFO and composed of CTO, the GM of Corporate Planning General Division, the GM of Corporate Communications & Investor Relations Division (hereinafter, “the GM of Corporate Communications & Investor Relations”), the GM of Finance & Control Division, and the GM of Legal Division to disclose important corporate information in a timely manner, and to give guidance on and supervise the observance of relevant laws and regulations and related in-house rules concerning the prevention of insider trading.

- Under the Information Management Council, the Company established the Timely Information Disclosure Committee, chaired by GM of Corporate Communications & Investor Relations and consisting of Corporate Planning, Finance & Control, Legal, and Corporate Communications & Investor Relations to discuss the need for timely disclosure.

- A person in charge of timely disclosure is appointed within each department to collectively manage important information.

- Corporate Communications & Investor Relations is the department in charge of timely disclosure. Important corporate information that is assumed to fall under information subject to timely disclosure is collected in Corporate Communications & Investor Relations, having been sent by the persons in charge of timely disclosure in the relevant departments. Such important corporate information includes matters that do not require resolutions passed at a Management Meeting or by the Board of Directors, and can be decided within each department pursuant to in-house rules.

- Corporate Communications & Investor Relations confirms the details in advance with the persons in charge of timely disclosure in the relevant departments.

- The Company has established the position of CCO (Chief Compliance Officer) as the administrator to be responsible for and promote the AGC Group’s compliance system. In addition, under the COO whose authority has been delegated from the President and CEO (hereinafter, “CEO”), a Global Compliance Leader and Compliance Committee have been established as a specialized body responsible for legal and corporate ethical compliance, creating an organization that enables the CEO to understand in a timely manner, through the CCO, information on business execution that contravenes laws, regulations, etc. Besides, the Company set up reporting/consultation contact points within an outside law firm and other bodies, in addition to the in-house reporting contact points.

(2) Judgment and decision on need for timely disclosure

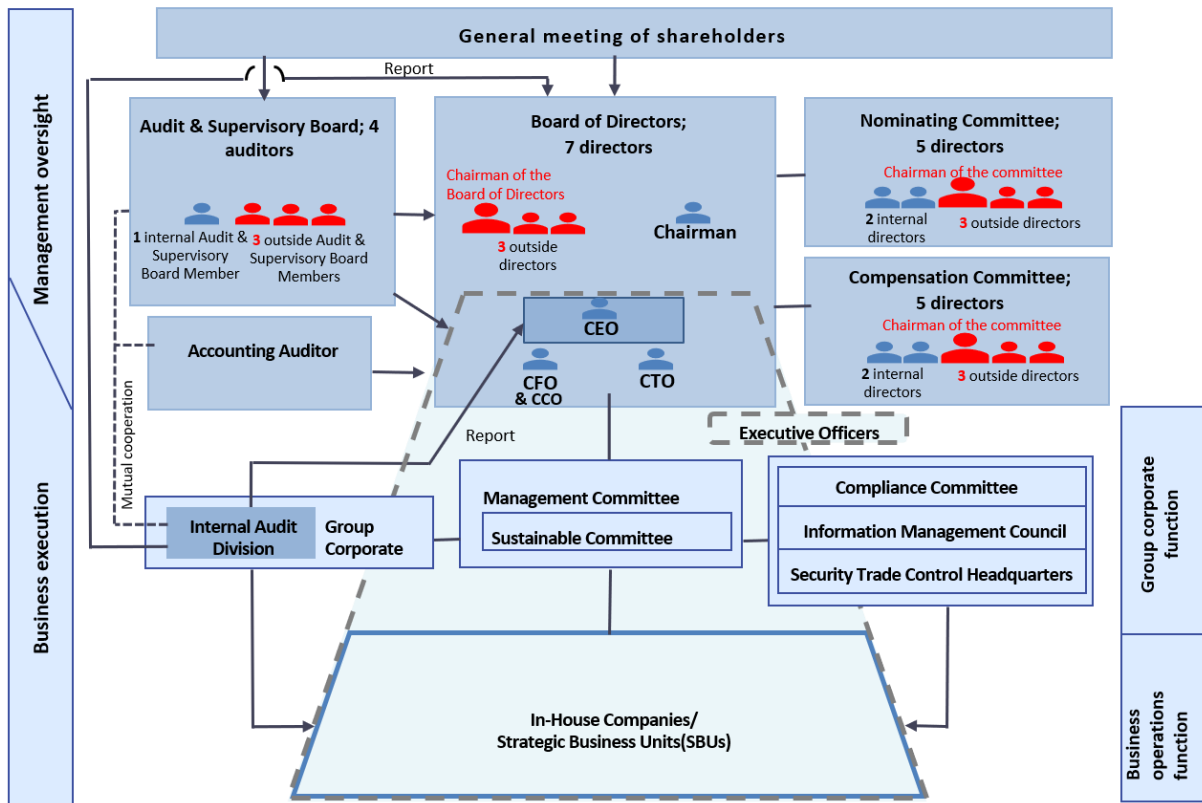
- The GM of Corporate Communications & Investor Relations convenes meetings of the Timely Information Disclosure Committee on a regular basis, where the need for disclosure is discussed in conformity with Timely Disclosure Regulations, etc.



- The GM of Corporate Communications & Investor Relations asks the CEO for instructions concerning the results of discussions on the need for disclosure held at the Timely Information Disclosure Committee, and the CEO makes a judgment and the final decision on the need for disclosure. However, matters that are not material are decided by the GM of Corporate Communications & Investor Relations, who is the chairperson of the committee. The GM of Corporate Communications & Investor Relations reports the decisions to the chairperson and each member of the Information Management Council.

(3) Implementation of timely information disclosure

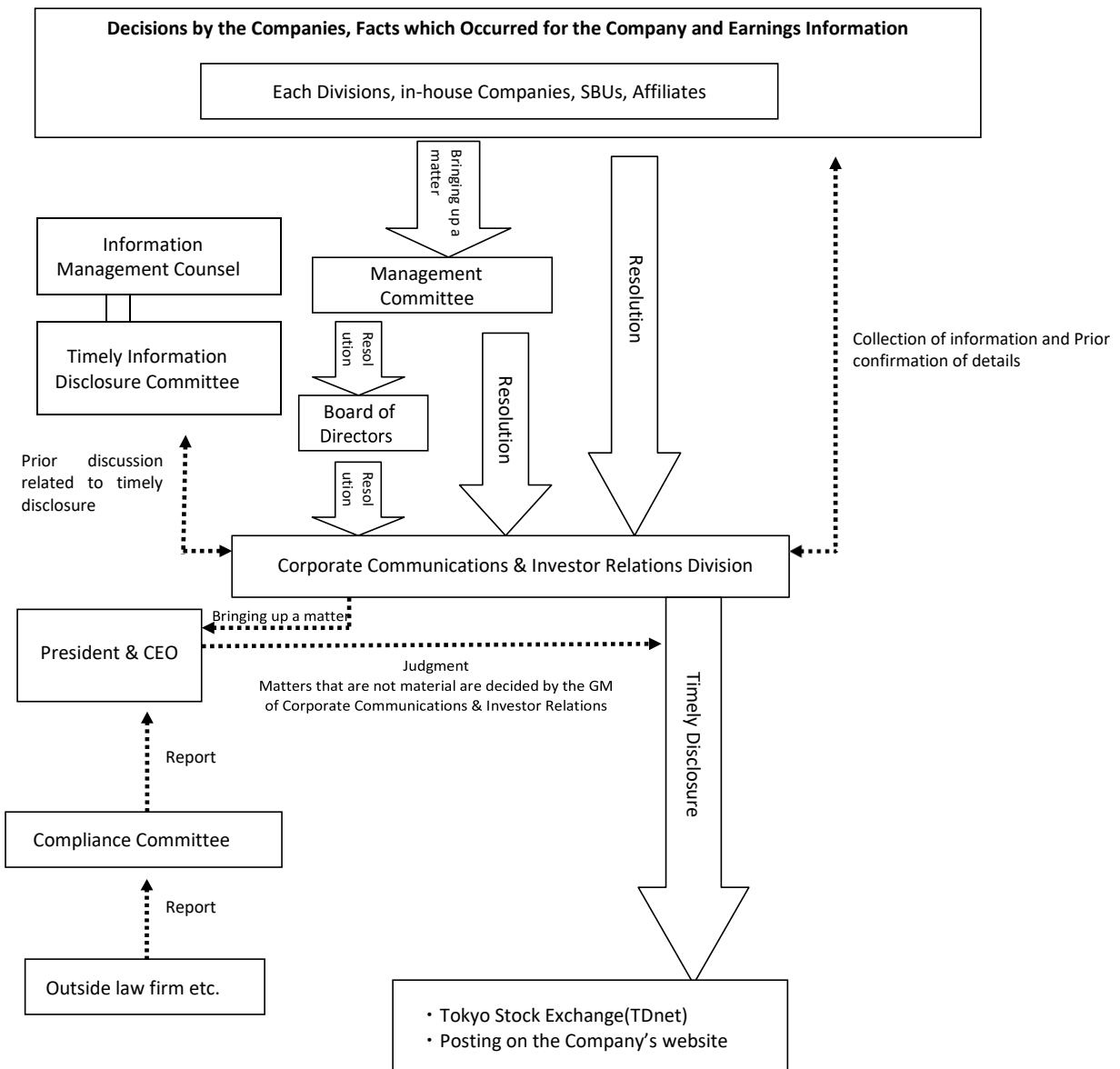
- If disclosure is judged to be necessary, the GM of Corporate Communications & Investor Relations discloses the relevant information (on the Timely Disclosure Network (TDnet) and the Company’s website, etc.) promptly after a decision is made in the case of decided facts and financial information, and promptly after the occurrence of an event in the case of occurred facts.

<The AGC Group's Corporate Governance Structure (Outline)>



-  : Internal directors or internal Audit & Supervisory Board Member
-  : Outside directors or outside Audit & Supervisory Board Members who satisfy Company's "Standards for independence of outside officers"

< The AGC Group's Timely Disclosure Structure (Outline) >



< Skills of Directors and Audit & Supervisory Board Members >

Name	Post and Responsibilities in the Company	Global Business Management	Legal & Internal Control	Finance & Accounting	Sales and Marketing	Manufacturing /R&D	IT・DX	Sustainability	Business Development
Takuya Shimamura	Director & Chairman	○			○			○	
Yoshinori Hirai	Director and President & CEO	○			○	○	○	○	○
Shinji Miyaji	Director and CFO, CCO	○	○	○			○	○	○
Hideyuki Kurata	Director and CTO	○			○	○	○		○
Yasuchika Hasegawa	Independent Director	○			○			○	
Hiroyuki Yanagi	Independent Director	○			○	○	○	○	
Keiko Honda	Independent Director	○		○				○	
Tetsuo Tatsuno	Audit & Supervisory Board Member (Full-time)	○	○	○					
Yoshiyuki Morimoto	Audit & Supervisory Board Member (Full-time)	○	○			○		○	
Akio Sakumiya	Audit & Supervisory Board Member	○	○						
Yaeko Takeoka	Audit & Supervisory Board Member		○						○