

Corporate Governance Report

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AGC Inc.

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Securities Code: 5201
<https://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 AGC Group (AGC Inc. and its subsidiaries), under the Group Philosophy **“Look Beyond,”** has established “Our Purpose,” “Our Shared Values,” and “Our Spirit.” “Our Purpose” defines the reason for our existence and the value we seek to provide as “AGC, an everyday essential part of our world.” By delivering safety, security, and comfort to society; creating new value, functions, and trust for customers and business partners; providing job satisfaction to employees; enhancing corporate value for investors; and contributing to a better future for future generations, the AGC Group aims to achieve sustainable growth and enhance its corporate value over the medium to long term by delivering meaningful value to a diverse range of stakeholders. Corporate governance is a vital management foundation for realizing these objectives, and the AGC Group is committed to continually pursuing the optimal form of corporate governance.

The pillars of the AGC Group’s corporate governance initiatives are as follows:

- ① AGC Inc. respects the rights and equal treatment of shareholders and promotes constructive dialogue with them.
- ② The AGC Group promotes cooperation with a diverse range of stakeholders (including shareholders and investors, customers, business partners, employees, future generations, and local communities) and endeavors to build relationships of trust.
- ③ The AGC Group ensures appropriate disclosure of information to stakeholders and maintains transparency in such disclosure.
- ④ The Board of Directors and the Audit & Supervisory Committee of AGC Inc. (hereinafter, the “Board” and the “Audit & Supervisory Committee,” respectively) serve as the core of the corporate governance framework, make timely and decisive decisions, and exercise sound oversight and audit functions.

Following the resolution adopted at the 101st Ordinary General Meeting of Shareholders held on March 27, 2026, the Company transitioned to a company with an Audit & Supervisory Committee.

In connection with this transition, the roles of the Board have been redefined as follows:

- Direction: setting the overall direction of management from a long-term perspective.
- Support: encouraging appropriate risk-taking by management; and
- Oversight: overseeing the realization of value creation and evaluating and appointing the President and CEO.

The Company has established a governance framework designed to enable the Board to fully perform these roles and will further enhance discussions to accelerate value creation for the AGC Group.

For further details on the Group Philosophy **“Look Beyond,”** please refer to Section I-1 “Basic Views” of this report under [Disclosure Based on the Principles of the Corporate Governance Code] (Principle 3-1: Disclosure of information; Supplementary Principle 5-2-1: Disclosure of management strategy, etc.), as well as the Company’s management philosophy, management strategies, management plans, and the

Company's website.

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

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

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

The AGC Group is pushing forward with global integrated management, and since human resources are developed and promoted to managerial positions, posting the right person in the right place, no voluntary and measurable goals are set such as promoting foreign nationals and mid-career employees to managerial positions. Other disclosed matters based on Supplementary Principle 2.4.1 are as described below in the 【Disclosure Based on the Principles of the Corporate Governance Code】 .

【Disclosure Based on the Principles of the Corporate Governance Code】

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.

<https://www.agc.com/en/company/governance/index.html>

<Principle 1.4 Cross-Shareholdings>

(1) 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.

(2) Current Status of Cross-Shareholdings

In fiscal year 2025, the Company sold nine issues with a total value of ¥18.6 billion (including one issue with a value of ¥12.5 billion classified as deemed holdings), including partial sales of shareholdings.

As a result, as of the end of fiscal year 2025, the Company's holdings stood at 58 issues with a total value of ¥52.4 billion, of which one issue with a value of ¥33.5 billion was classified as deemed holdings.

<Principle 1.7 Related Party Transactions>

Please refer to Article 6 (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 as a source of long-term competitiveness and, under the Group Philosophy **"Look Beyond,"** has positioned "One Team with Diversity" as one of "Our Shared Values," aiming to create an organization in which diverse and motivated human resources can thrive.

In addition, the AGC Group has set forth "Strengthening organizational capabilities through diverse human resources" as one of the elements of the "7 Key Principles for People," which define the ideal approach to human resource management. Furthermore, under the AGC Group Charter of Corporate Behavior, the Group upholds "Respect for People" and strives to foster a comfortable and inclusive workplace that respects diversity and is free from discrimination.

①Promotion of female employees to managerial positions]

With the aim of enabling talented human resources to play an active role and provide value to society, the Company has set, as an element of diversity, targets to achieve a ratio of female Directors of 30% and a ratio of

female Executive Officers of 20% by 2030.

At present, the Company has four female Directors, comprising three Outside Directors and one Internal Director, resulting in a female ratio of 40% on the Board of Directors. In addition, the Company has appointed four female Executive Officers through internal promotion.

The ratio of female managers (section manager level and above) at the Company is currently approximately 6%. Going forward, the Company will focus on the following initiatives:

- (i) active recruitment of women,
- (ii) active promotion to senior positions through appropriate assignment and development, and
- (iii) creation of an environment in which female employees can thrive, including the introduction of necessary systems and frameworks.

Through these initiatives, the Company aims to achieve a female ratio of 8% among managers (section manager level and above) by 2030.

②Promotion of foreign employees to managerial positions

To fully leverage the capabilities of human resources with diverse nationalities and cultural backgrounds working within the AGC Group, the Group promotes the appointment of such talent to key positions across the Group and advances globally integrated management.

Against the backdrop of Japan's declining birthrate, aging population, and shrinking workforce, the Company actively hires foreign nationals with the aim of securing talented human resources on a global basis and ensuring diversity for value creation. Since 2010, in recruiting new graduates for career-track positions, the Company has directly hired not only international students coming to Japan from overseas but also foreign nationals who have graduated from overseas universities. In recent years, the Company has also been actively hiring mid-career professionals. As of today, the Company employs 129 foreign national employees, of whom 64 hold positions at the assistant manager level and above. The Company will continue to actively recruit foreign national employees and promote them to senior positions. Meanwhile, as approximately 80% of the AGC Group's employees are foreign nationals, and human resources are developed and promoted to managerial positions regardless of nationality based on the principle of posting the right person in the right place, the Company has not set specific targets such as ratios of foreign nationals in managerial positions.

③Promotion of mid-career employees to managerial positions

The Company actively hires mid-career personnel, primarily for its strategic businesses, including individuals who meet specific business needs and engineers who will drive future development themes, thereby contributing to the strengthening of organizational diversity. With regard to the promotion of mid-career hires to senior positions, the Company makes no distinction between mid-career hires and existing employees. Promotions, including the filling of managerial positions through mid-career hiring, are conducted based on the principle of posting the right person in the right place. Accordingly, the Company has not set specific targets, such as ratios of mid-career hires in managerial positions.

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

In pursuing the Group Philosophy **"Look Beyond,"** the AGC Group considers it essential, as a company, to address respect for human rights, and has therefore established the AGC Group Human Rights Policy.

With respect to salient human rights issues—such as workers' health and safety and discrimination and harassment in the workplace and employment—the AGC Group works to mitigate risks through the implementation of human rights due diligence. These important matters are deliberated and decided by the Sustainability Committee, chaired by the CEO, and are reported to, discussed, and supervised by the Board of Directors.

With regard to the development of Group management personnel, the AGC Group conducts integrated management of management talent by organically linking leadership development systems at the Group and global levels with those at the business unit and regional levels, with the aim of developing leaders who will shape the future of Group management.

Through systematic global-level assignments and training, the Group encourages the acquisition of the experience and knowledge required of management personnel. At the same time, performance in current positions and the demonstration of leadership are reviewed annually and reflected in assignment and development plans for the following year.

In this cycle, the Nominating Committee and the Human Resources Committee, which comprises the CEO, CFO,

CTO, Head of Human Resources, and presidents of each in-house company, are involved. In addition, Outside Directors participate directly, including by serving as lecturers in training programs, thereby enabling top management to take an active role in identifying and developing the next generation of management personnel. Furthermore, in order to create an environment in which diverse human resources can fully demonstrate their individual capabilities, the Company has established the Diversity Council, chaired by the CEO. The Council meets semi-annually to share information and engage in cross-functional discussions, and promotes concrete initiatives through four approaches: fostering an inclusive culture, recruitment, human resource development, and development of the work environment.

<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 Enhancing information disclosure, Supplementary Principle 5.2.1 Disclosure of management strategy, etc.>

(1) Corporate philosophy, management strategies and management plans

The AGC Group 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. "Our 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.

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

The AGC Group has set forth its long-term management strategy "Vision 2030", which clarifies the direction of the Group's goals "to contribute to the realization of a sustainable society and achieve continuous growth and evolution as an excellent company by providing unique materials and solutions".

To realize our "Vision 2030", we will create economic value through the creation of social value to achieve a spiral of enhanced corporate value by transforming our business portfolio to one that is resilient to market fluctuations and that has high asset efficiency, growth potential and carbon efficiency by promoting "ambidextrous strategy" with core and strategic businesses playing an integral role.

In our core businesses, such as Architectural Glass, Automotive, Display, and Essential Chemicals, we will enhance the competitiveness of each business and build a solid and long-term stable earnings base.

In the strategic businesses of Mobility, Electronics, Life Science, and performance chemicals, 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.

Additionally, the AGC Group has formulated a new medium-term management plan, AGC plus-2026, positioning the period from 2024 to 2026 as Corporate Transformation Phase 2 in order to steadily implement various measures towards its long-term management strategy, "Vision 2030". The main strategies are as follows:

① The Evolution of Ambidextrous Strategy

Under the AGC plus 2.0 management policy, the AGC Group is implementing ambidextrous strategy to simultaneously realize the deepening of core businesses and exploring of strategic businesses. Through the practice of "ambidextrous strategy," we aim to build a business portfolio that is resilient to market fluctuations and has high asset efficiency, growth potential, and carbon efficiency.

② Deepening of Sustainability Management

The core approach of the AGC Group's sustainability management is through the creation of three social values: "Blue planet," "Innovation," and "Well-being." We have identified "key opportunities" among the risks and opportunities (materiality) that are important for the AGC Group to contribute to solving long-term social issues

facing the world and to achieve sustainable growth of the AGC Group. It is in these areas that we will contribute to solving social issues with our products and technologies. The AGC Group will contribute to the realization of a flourishing society and the planet by transforming these issues into value through the leverage of its strengths in technology and reputation for dependability, which have been cultivated since its foundation.

③ Promotion of value creation DX

The AGC Group has been implementing DX initiatives and is currently creating and delivering new value through business model reforms, such as transforming business processes across the supply chain.

We will enhance the competitiveness of each business by combining the digital technology it has cultivated over the year with our capabilities in *monozukuri*.

④ Strengthening of the management foundation - Promote human capital management

The AGC Group will encourage the growth of the strengths and abilities of each of its diverse human resources, support their proactive learning and growth, and encourage challenges. The collective growth of individuals creates a strong, highly engaged organization, leading to the enhancement of corporate value and the realization of our mission.

Details of management strategies and the medium-term management plan AGC plus-2026 are available on the Company's website.

Long-Term Management Strategy:

https://www.agc.com/en/company/strategy/long_term_plan/index.html

Medium-Term Management Plan AGC plus-2026:

<https://www.agc.com/en/company/strategy/plan/index.html>

(2) 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.

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

The policies and procedures for determining the remuneration of Directors and Executive Officers are described in Section II-1, "Disclosure of policies determining the amount of remuneration or method of calculating remuneration," of this report, to which reference is hereby made.

In addition, please refer to Article 24 (Compensation Committee) and Article 25 (Remuneration of Officers) of the AGC Group Corporate Governance Basic Policy, as well as Appendix 4, "Policy for Determining Compensation and Other Emoluments for Officers."

(4) Determination of Director Candidates, the President and CEO, and Executive Officers

The determination of candidates for Directors, the President and CEO, and Executive Officers is described in the supplementary explanation under Section II-1, "Status of establishment of voluntary committees, committee composition, and attributes of committee chairpersons," of this report.

In addition, please refer to Article 22 (Nominating Committee) and Article 23 (Determination of Director Candidates, the President and CEO, and Executive Officers) of the AGC Group Corporate Governance Basic Policy.

(5) Reasons for appointing Directors

The reasons for the individual appointment of candidates for Directors at the Ordinary General Meeting of Shareholders held on March 27, 2026 are described in the "Reference Documents for the General Meeting of Shareholders" included in the Notice of the 101st Ordinary General Meeting of Shareholders, to which reference is hereby made.

The Notice of the 101st Ordinary General Meeting of Shareholders is disclosed on the Company's website.

<https://www.agc.com/en/ir/stock/meeting/index.html>

<Supplementary Principle 3.1.3 Sustainability Initiatives, etc.>

(1) Sustainability Strategy and Governance Structure

As a body responsible for deliberating on and determining basic policies and measures related to sustainability initiatives, the Company has established a Sustainability Committee, while matters of particular importance are decided by the Board of Directors.

The Sustainability Committee is chaired by the CEO, and is attended by the CFO, CTO, Audit & Supervisory Board Members, and heads of all divisions. The Committee meets four times a year, and its deliberations are reported to the Board of Directors twice a year. The Sustainability Division within the Corporate Planning Division serves as the secretariat of the Committee and leads the formulation and execution of sustainability management

strategies across the Group.

The AGC Group identifies long-term social issues (materiality) that may affect the long-term direction of management and corporate value, and specifies key risks and key opportunities. Based on these risks and opportunities, the Group sets its long-term management strategy, business strategies, and sustainability-related targets and KPIs, and engages in business activities with the aim of creating economic value through the creation of social value, thereby enhancing corporate value.

In the long-term management strategy “Vision 2030,” announced in February 2021, the AGC Group defined, in addition to financial targets, the “five social values the Group seeks to create,” clearly stating its contribution to the realization of a sustainable society.

Under the medium-term management plan AGC plus-2026, which commenced in 2024, the Group reorganized the former “five social values” into “three social values” to be created through the Group’s products and technologies, in order to promote deeper understanding among both internal and external stakeholders, including employees, of the social value created by the AGC Group.

AGC plus-2026 positions the “deepening of sustainability management” as one of its key strategies and clearly states the Group’s commitment to creating these three social values.

The three social values the AGC Group seeks to create are:

Blue Planet: Realization of a sustainable global environment

Innovation: Creation of an innovative future society

Well-being: Contribution to safe and secure living

AGC Group’s medium- to long-term initiatives (presentation material for the new medium-term management plan AGC plus-2026):

https://www.agc.com/en/ir/library/bizbriefing/pdf/agcplus_2026e.pdf

(2) Addressing Climate Change

The AGC Group views climate change as a factor that has a significant impact on corporate value and business strategy decisions. In 2019, the Company endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which was established by the Financial Stability Board, and has been working to appropriately disclose information regarding climate change-related risks and opportunities, as well as analyses thereof.

① Governance

Consideration of management strategies and responses to risks in light of internal and external changes arising from climate change issues are deliberated and resolved by the Sustainability Committee, while matters of particular importance are decided by the Board of Directors. Furthermore, based on resolutions of the Sustainability Committee, detailed and timely discussions are conducted at the Environmental Response Meetings, chaired by the General Manager of the Environment, Safety and Quality Division and the General Manager of the Sustainability Division within the Corporate Planning Division, as well as within project teams established under these meetings. Through these forums, corporate divisions with expertise in data management, technological innovation, energy management, and supply chain management work in close collaboration with business divisions, which serve as the primary drivers of activities, to promote global and cross-business reductions of GHG emissions.

② Strategy

Based on the TCFD recommendations, the AGC Group assesses future climate change-related risks and opportunities using multiple scenarios. After further specifying the risks and opportunities relevant to each business, the Group comprehensively identifies the key impact factors under each climate change scenario and evaluates their impacts by business and operating region.

Among the risks and opportunities identified through this assessment, the AGC Group analyzes those that are common and significant across the Group or span multiple businesses, and reflects the results in its management strategies and business plans. As risks associated with rising temperatures, the Group has identified transition risks, such as an increase in carbon prices, and physical risks, such as an increase in sudden disasters including floods and storm surges. To mitigate the impacts of transition risks, the Group is promoting Group-wide business portfolio transformation, making investments to reduce Scope 1 and Scope 2 GHG emissions, and operating an internal carbon pricing system as an incentive to encourage the development of emissions-reduction

technologies. With regard to physical risks, the Group assesses the impacts of the increasing severity of sudden disasters on the entire value chain and utilizes the results in the formulation and implementation of countermeasures. At the same time, the realization of a decarbonized society presents numerous significant opportunities for the AGC Group. Market outlooks and other information from highly reliable third-party organizations are compiled and utilized in the formulation of business plans across the Group. Products that respond to emerging market needs include durable and highly recyclable insulated window glass for buildings that takes resource circulation into consideration, green refrigerants and solvents with extremely low global warming potential (GWP), as well as opportunities arising from the expansion of the hydrogen market. Risks and opportunities arising from climate change, as well as the analyses thereof, are reviewed on a regular basis.

For the results of the scenario analysis conducted in 2024, please refer to the AGC Sustainability Data Book 2025. https://www.agc.com/en/sustainability/pdf/agc_sus_en_2025.pdf

③ Risk management

With respect to climate change-related risks that may materialize over the short to medium term, the AGC Group identifies and manages such risks in accordance with the “AGC Group Enterprise Risk Management Basic Policies,” and under the framework of integrated risk management. Through annual Group-wide self-inspections, the Group strives to enhance the level of risk management, and the results are monitored by management and Directors. These key risks are reviewed as necessary in response to changes in laws, regulations, and social demands, and are subject to a comprehensive reassessment every three years.

With regard to long-term climate change risks, the AGC Group continuously evaluates the appropriateness of its strategies through scenario analyses and deliberations at the Sustainability Committee, with the aim of minimizing risks and strengthening competitiveness. The identified climate change risks and their management status are monitored by the Board of Directors, the Management Committee, and the Sustainability Committee, among others. In addition, corporate divisions and in-house companies/SBUs analyze risks and consider countermeasures on a business- and project-specific basis, and, where necessary, such matters are deliberated at meetings of the Board of Directors, the Management Committee, and the Sustainability Committee.

④ Indicators and targets

As an indicator for monitoring climate change-related risks, the Company has designated GHG emissions as a KPI and manages them accordingly. With respect to climate change-related targets, the AGC Group has set a goal of achieving net zero carbon emissions by 2050 (*1), and, as a milestone toward that goal, of reducing GHG emissions by 30% by 2030 compared with 2019 levels (*1, *2). In addition, with regard to Scope 3 emissions, the AGC Group has set a target to reduce emissions by 30% by 2030 compared with 2019 levels (*2) for Categories 1, 10, 11, and 12, which together account for approximately 70% of total Scope 3 emissions. Furthermore, the Group has established a supplier engagement target to encourage suppliers accounting for 30% of GHG emissions in Category 1 and Category 3 to obtain Science Based Targets (SBT) certification by 2027.

*1 Scope 1 and Scope 2

*2 The electricity emission factor for 2030 is based on the Sustainable Development Scenario published by the International Energy Agency (IEA).

To achieve net zero carbon emissions, the AGC Group formulates and implements emissions-reduction measures tailored to the characteristics of each business. For Scope 1, these measures include reducing emissions from raw materials through the recycling of glass cullet (scraps and fragments) in float glass melting furnaces, recycling of CO₂ generated from furnace operations, conversion to clean fuels such as ammonia and hydrogen, and utilization of biomass fuels in in-house power generation facilities in the Chemicals Business. For Scope 2, the Group is working to reduce emissions through measures such as purchasing electricity derived from renewable energy and transitioning to energy-efficient electrolyzers. For Scope 3, in addition to reducing emissions within the Group, the AGC Group seeks to reduce emissions across the entire value chain, including by engaging with suppliers to promote emissions reductions.

For further details on the AGC Group’s initiatives to achieve net zero carbon emissions, please refer to the AGC Sustainability Data Book 2025.

<https://www.agc.com/en/sustainability/book/index.html#ac02>

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/sustainability/pdf/agc_report_2025.pdf

Sustainability Data Book :

https://www.agc.com/en/sustainability/pdf/agc_sus_en_2025.pdf

ESG Briefing Session :

https://www.agc.com/en/ir/library/bizbriefing/pdf/2025_0926eesg.pdf

(3) Investments and advances in human capital, etc.

Toward the realization of its long-term management strategy “Vision 2030,” the AGC Group is promoting human capital management under the concept of “AGC of Human Resources,” aimed at achieving sustainable corporate growth. The Group is further fostering and embedding a corporate culture that values open communication, taking on challenges, and individual initiative, while drawing out the strengths and individuality of diverse human resources and supporting their self-directed learning and growth. In addition, a strong, highly engaged organization composed of continuously developing individuals leverages both internal and external collaboration to promote the chemical reaction of knowledge and the strengthening of on-site capabilities, thereby enhancing corporate value and realizing the Group’s purpose. Under the Group Philosophy **“Look Beyond”** and “AGC of Human Resources,” the AGC Group is pursuing initiatives focused on fostering a strong corporate culture, promoting diversity, actively recruiting external talent, and developing core human resources, in order to continue evolving as a truly global company.

With regard to the development of Group management personnel, the AGC Group is actively investing in the development of global leaders by implementing training programs such as management personnel development programs centered on succession planning for top management, as well as by introducing a talent management system designed to visualize human resources and systematically identify, deploy, and develop young high-potential talent over the medium to long term.

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

AGC Integrated Report : <https://www.agc.com/en/sustainability/book/index.html>

(4) Investment in intellectual property, etc.

In order to continue being “AGC, an everyday essential part of our world,” the AGC Group continues to challenge itself to create new technologies, materials, and solutions while looking ahead to the future needs of society and customers.

To promote research and development in line with this purpose, the Technology General Division advances R&D in a long-term and agile manner under the guiding principle of “linking R&D with the market,” while working in close collaboration with a wide range of divisions, including corporate functions such as the Intellectual Property Division, the Business Development Division, and the Digital & Innovation Division, as well as the R&D divisions of each in-house company.

In R&D activities, the AGC Group also applies the concept of “ambidextrous strategy.” While advancing innovation in production and foundational technologies and the development of next-generation and new products based on existing businesses, the Group simultaneously promotes development aimed at creating new businesses and social systems by leveraging its existing capabilities. The Group is also focusing on strengthening competitiveness through the acceleration of DX, utilizing digital technologies to achieve dramatic improvements in development efficiency and to create new value. Furthermore, to further enhance its technological capabilities, the AGC Group actively promotes open innovation and conducts numerous collaborative research projects with academia in Japan and overseas.

Trends in research and development expenses are disclosed on the Company’s website.

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

The AGC Group regards intellectual property rights generated through research and development as an important strategic resource, and promotes intellectual property activities aimed at protecting and enhancing such rights in order to strengthen its competitive advantage. Specifically, the Group endeavors to secure intellectual property rights in line with its business activities, including by globally filing patent applications for inventions created at development sites in each country.

In fiscal year 2025, the Company filed approximately 740 new patent applications in Japan.

Details of the AGC Group’s initiatives related to intellectual property are disclosed on the Company’s website.

Intellectual Property Strategy: <https://www.agc.com/en/innovation/property/index.html>

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

An overview of the scope and content of the matters delegated by the Board of Directors to management is described in Article 13 (Approach to the Corporate Governance Framework) of the AGC Group Corporate Governance Basic Policy, to which reference is hereby made.

<Principle 4.8 Effective Use of Independent Directors>

Six of the ten Directors are appointed as Independent Directors, all of whom possess sufficient qualifications to contribute to the Company's sustainable growth and the enhancement of its corporate value over the medium-to-long term. All of these Independent Directors also meet the applicable independence standards.

For details of the independence standards, please refer to "II. Overview of Corporate Governance Structure in terms of the Organization of Management regarding Managerial Decision-making, Execution of Duties, Oversight and Other Matters [Independent Directors/Auditors] – Other Matters concerning Independent Directors/Auditors," as set forth below.

<Principle 4.9 Independence Standards for Independent Directors>

The independence standards for Independent directors are described in Section II-1, "Other Matters concerning Independent Directors/Auditors," of this report, to which reference is hereby made.

In addition, please refer to Appendix 3, "Standards for Independence of Outside Officers," of the AGC Group Corporate Governance Basic Policy.

<Supplementary Principle 4.10.1 Utilization of optional committees>

From the standpoint of ensuring objectivity and transparency in the deliberation process, the Company's Board of Directors is composed of a majority of Independent directors, and the chairperson of the Board is an Independent outside director. In addition, the Board has established, as voluntary advisory committees, a Nominating Committee and a Compensation Committee, each of which comprises a majority of Independent directors and is chaired by an Independent director. These committees deliberate on matters related to the appointment and dismissal of Directors, the President and CEO, and other Executive Officers, as well as their remuneration, thereby ensuring the objectivity, transparency, and accountability of the decision-making process. With respect to particularly important matters, both committees also conduct deliberations from the perspectives of diversity, including gender, and skills.

For details regarding the concept, authority, and roles related to the independence of the composition of each committee, please refer to "II. Overview of Corporate Governance Structure in terms of the Organization of Management regarding Managerial Decision-making, Execution of Duties, Oversight and Other Matters [Directors] – Supplementary Explanation," as set forth below.

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

The Company's views on the overall balance, diversity, and appropriate size of the Board of Directors are described in Article 15 (Board Composition) and Article 23 (Determination of Director Candidates, the President and CEO, and Executive Officers) of the AGC Group Corporate Governance Basic Policy, to which reference is hereby made.

Based on these views, the Company strives to ensure an appropriate level of diversity by maintaining a well-balanced Board of Directors with the requisite skills, with reference to a "skill matrix" that clearly identifies the skills the Board should possess. The skills are identified from the perspectives of the functions required of the Board of Directors, consistency with management strategy, and business characteristics, and definitions and guidelines for determining the possession of each skill are established.

In assessing whether a Director possesses each skill, the Company uses a high level of professional expertise as a key criterion.

Please refer to Exhibit 1 for the skill matrix of each Director.

<Supplementary Principle 4.11.2 Directors' concurrent positions>

Information regarding the concurrent positions held by Directors is described in the "Business Report" included in the Notice of the 101st Ordinary General Meeting of Shareholders, to which reference is hereby made.

The Notice of the 101st Ordinary General Meeting of Shareholders is disclosed on the Company's website.

<https://www.agc.com/en/ir/stock/meeting/index.html>

<Supplementary Principle 4.11.3 Overview of the results of the evaluation of effectiveness of Board of Directors >

The Company considers it important to continuously strengthen and enhance its corporate governance in order to achieve sustainable growth and enhance corporate value over the medium to long term.

Based on this approach, the Company's corporate governance structure clearly separates the functions of management oversight and management execution, with the Board of Directors responsible for the oversight function and the President and CEO, together with other Executive Officers, responsible for management execution.

With respect to the evaluation of the effectiveness of the Board of Directors, the Board has conducted such evaluations annually since fiscal year 2016, in accordance with the AGC Group Corporate Governance Basic Policy. In addition, in order to ensure objectivity in the analysis and evaluation of effectiveness, the Company engages external organizations at regular intervals (generally once every three years).

In the current fiscal year, the Company conducted the analysis and evaluation with the involvement of an external organization, and the results of the external evaluation confirmed that the effectiveness of the Board of Directors has been secured.

(1) Status of Responses to Initiatives Identified in the 2024 Evaluation

At meetings of the Company's Board of Directors in fiscal year 2025, the Company implemented the following key initiatives, taking into account the results of the evaluation conducted in the previous fiscal year.

- ① Continuation and deepening of appropriate discussions aimed at enhancing corporate value
 - At meetings of the Board of Directors and off-site meetings, the Company further deepened discussions on matters such as corporate value creation scenarios, business portfolio, capital policy, and capital allocation, in order to respond to expectations from the capital markets.
- ② Enhancement and deepening of the management oversight function
 - With respect to investment projects resolved by the Board of Directors, the Company conducted timely follow-up and established a framework that enables the Board to monitor progress on an ongoing basis.
- ③ Enhancement of supervision and discussions regarding succession planning for the CEO and other executives at the Board of Directors
 - The Company strengthened the Board's supervision of the progress of succession plans for the CEO and other key executives, and enhanced deliberations at Board meetings regarding matters referred to the Nominating Committee.

(2) Process for the Evaluation of the Effectiveness of the Board of Directors in Fiscal Year 2025

In the current fiscal year, the Company engaged an external organization to review and confirm the analysis and evaluation of the effectiveness of the Board of Directors. The details of the evaluation process are as follows.

- ① Implementation of self-assessment based on questionnaires completed by each Director and Audit & Supervisory Board Member (September 2025)

The main evaluation items were as follows.

 - Overall evaluation of the Board of Directors: roles and responsibilities of the Board and management execution, and the status of deliberations
 - Composition of the Board of Directors: size of the Board, number of members, and diversity
 - Operation of the Board of Directors: frequency of meetings, deliberation time, selection of agenda items, and appropriateness of materials and explanations
 - Deliberations of the Board of Directors: basic management policies, risks, succession planning, and corporate culture
 - Audit & Supervisory Board: diversity and cooperation with the Board of Director
 - Operation of advisory committees (Nominating Committee and Compensation Committee): deliberation time, selection of agenda items, and provision of information
- ② Interviews with each Director and Audit & Supervisory Board Member (October 2025)

The external organization conducted individual interviews with all eight Directors and all four Audit & Supervisory Board Members, confirming their questionnaire responses and obtaining additional feedback.
- ③ Reporting to and confirmation by the Board of Directors (January 2026)

The Board of Directors reviewed and confirmed the results of the analysis and evaluation

conducted by the external organization, together with the status of implementation of initiatives taken since the previous year.

(3) Summary of the Results of the 2025 Evaluation

The analysis and evaluation conducted by the external organization confirmed that the effectiveness of the Board of Directors has been secured.

As characteristics of the Company's Board of Directors, the external organization pointed out that the Board comprises members with diverse and extensive knowledge and experience, that the Audit & Supervisory Board (and its members) contributes to enhancing effectiveness, and that the Company is continuously working to strengthen corporate governance.

At the same time, the external organization identified several areas where further action is expected, including deeper discussions regarding the roles of the Board of Directors, the manner in which management reports to and provides information to the Board, and further enhancements to the operation of the Nominating Committee

(4) Future Initiatives

With the aim of further strengthening the supervisory function of the Board of Directors, the Company transitioned to a company with an Audit & Supervisory Committee effective March 27, 2026, resulting in a Board structure in which Independent directors constitute a majority.

In connection with this transition, the roles of the Board of Directors were redefined and clarified as follows:

- Setting the overall direction of management from a long-term perspective
- Encouraging appropriate risk-taking by management execution
- Overseeing the realization of value creation and evaluating and appointing the top executive

Going forward, taking into account the results of the analysis and evaluation by the external organization described above, the Company will advance the following initiatives related to establishing a framework that enables the Board of Directors to fully perform its redefined roles:

- ① Continuation and deepening of appropriate discussions to set the overall direction of management
- ② Enhancement of monitoring to encourage appropriate risk-taking by management execution
- ③ Further refinement of the operation of the Nominating Committee to oversee value creation and evaluate and appoint the top executive

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

With respect to training for Directors, the Company's policy regarding the provision of information to Directors is described in Article 17 (Provision of Information to Directors) of the AGC Group Corporate Governance Basic Policy, to which reference is hereby made.

<Principle 5.1 Policy on Dialogue with Shareholders>

Based on the view that constructive dialogue with shareholders and investors contributes to sustainable growth and the enhancement of corporate value, the Company engages in dialogue with shareholders as outlined below.

(1) Dialogue with shareholders and investors is overseen by the Executive Officer in charge of Investor Relations (IR) and is conducted by the President and CEO and other Executive Officers, Directors including Independent directors, and the IR department. When shareholders or investors request individual meetings, Executive Officers, including the President and CEO, and Directors attend such meetings within a reasonable scope, taking into account the purpose and importance of the meeting as well as the attributes of the participants.

(2) In order to enhance dialogue with shareholders and investors, the President and CEO and other Executive Officers appropriately disclose and explain the Company's management policies, business performance, and initiatives to address key issues through investor briefings, general meetings of shareholders, and other occasions.

(3) To promote constructive dialogue with shareholders and investors, the IR department works in close and organic collaboration with relevant internal departments.

(4) To ensure the effectiveness of dialogue with shareholders and investors, the Company endeavors to understand its shareholder structure.

(5) Opinions, concerns, and other feedback obtained through dialogue with shareholders and investors are

shared in a timely manner with the Board of Directors, Executive Officers, and relevant internal departments, and are utilized as an important source of information for management.

(6) In conducting dialogue with shareholders and investors, the Company strictly manages information in accordance with the Regulations for the Prevention of Insider Trading in order to prevent the disclosure of insider information. In addition, the period from the day following the end of each quarter to the date of the earnings announcement is designated as a “quiet period,” during which dialogue regarding financial results is refrained from.

The Company’s policy regarding constructive dialogue with shareholders is described in Article 7 (Policy on Constructive Dialogue with Shareholders) of the AGC Group Corporate Governance Basic Policy, to which reference is hereby made.

For details of specific initiatives and measures, please refer to III. Implementation Status of Measures Concerning Shareholders and Other Stakeholders – 2. Status of IR Activities, as set forth below.

[Status of Dialogue with Shareholders]

Based on the view that constructive dialogue with shareholders and investors contributes to sustainable growth and the enhancement of corporate value, the Company engages in a wide range of IR activities.

For details of specific IR activities, please refer to III. Implementation Status of Measures Concerning Shareholders and Other Stakeholders – 2. Status of IR Activities, as well as the Company’s website.

In addition to its conventional IR activities, the Company conducts shareholder relations (SR) activities with domestic and overseas institutional investors that hold the Company’s shares. The Company holds individual meetings with institutional investors in Japan and abroad, and endeavors to further enhance corporate value by leveraging the feedback, observations, and insights obtained through such dialogue.

Furthermore, with the aim of making constructive dialogue with shareholders and investors more effective, the Company has implemented initiatives to share the content of dialogue with the capital markets internally.

In fiscal year 2025, the Company held a dialogue session between securities analysts and the Company’s CFO and employees. The session was live-streamed internally and made available via on-demand archive, and was viewed by approximately 870 employees in total.

[Action to Implement Management That Is Conscious of Cost of Capital and Stock Price]

Content of Disclosure	Disclosure of Initiatives (Update)
Availability of English Disclosure	Available
Date of Disclosure Update	March 27, 2026

The Company has set, as one of its financial targets toward the realization of its long-term management strategy “Vision 2030,” the achievement of a stable ROE of 10% or higher.

To achieve this target, the Company is implementing various initiatives based on the three-year medium-term management plan, AGC plus-2026, which has fiscal year 2026 as its final year. At the time the plan was formulated, the financial KPIs for 2026 were set at operating profit of ¥230.0 billion and ROE of 8% or higher.

However, due to the economic slowdown in China and Europe and a significant shortfall in sales volume in the Life Science business, the Company revised these targets downward in February 2025. Furthermore, in light of the anticipated shortfalls in sales targets in the Electronics Materials and Life Science businesses, as well as continued price weakness in the Essential Chemicals business in Southeast Asia, the financial KPIs for 2026 were revised to operating profit of ¥150.0 billion and ROE of 5% or higher.

In the final year of the current medium-term management plan, fiscal year 2026, the Company aims to achieve ROE of 5% or higher, and thereafter seeks to promptly achieve ROE exceeding 8%, which is above the cost of shareholders’ equity, from fiscal year 2027 onward.

(1) Current analysis

While the Company recognizes its cost of shareholders’ equity to be approximately 7%^{*1}, its average ROE over the past five years has remained below 5%^{*2}. In addition to profitability challenges in certain businesses, the occurrence of large-scale impairment losses in fiscal years 2022 and 2024 has contributed to ROE remaining at a low level.

*1 Average for the period from 2023 to 2025. The weighted average cost of capital (WACC) is approximately 5%.

*2 Average for the period from 2021 to 2025.

(2) Direction

In order to achieve profitability exceeding the cost of capital, the Company recognizes that further improvement in the profitability of each business is essential.

To enhance operating profit across all businesses and optimize operating assets, the Company will implement the following initiatives and work toward achieving a company-wide ROCE of 10% or higher, which corresponds to ROE of 8% (*ROCE: operating profit to operating assets ratio).

Initiatives to improve operating profit:

- Cost improvements (stable operations and productivity enhancements)
- Pricing policies
- Enhancement of value-added products

Optimization of operating assets:

- Selective and disciplined investments
- Reduction of inventories
- Divestment from or withdrawal from businesses

In addition, the Company is committed to providing appropriate shareholder returns. As a basic policy, the Company aims to maintain stable dividends with a dividend on equity (DOE) of approximately 3% attributable to owners of the parent, and with respect to share repurchases, to make comprehensive decisions and implement them as appropriate, taking into account comparisons with other investment opportunities, capital efficiency, and the Company's financial condition.

For details of the initiatives described in (1) and (2) above, please refer to the materials listed below.

Presentation Material "Toward Profitability Improvement":

https://ssl4.eir-parts.net/doc/5201/ir_material_for_fiscal_ym5/197768/00.pdf

(3) Compensation for Officers and Dialogue with Shareholders and Investors

With respect to performance-linked remuneration for Directors, Executive Officers, and senior management employees, the Company establishes performance indicators and evaluates achievement levels with the aim of enhancing motivation to contribute to the improvement of corporate value over the medium to long term and sharing value with shareholders.

In calculating share-based compensation and other remuneration for Directors and Executive Officers, the Company uses a combination of financial indicators (ROE and EBITDA), stock price-related indicators (relative TSR compared to TOPIX), and non-financial indicators (GHG emissions intensity per unit of net sales and employee engagement).

In calculating bonuses for Executive Officers and senior management employees, the Company uses ROCE and cash flow-related indicators.

In addition, as stated under [Principle 5-1: Policy on Constructive Dialogue with Shareholders], the Company strives to actively engage in dialogue with shareholders and investors and further enhance disclosure, with the aim of being appropriately valued by the capital markets.

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)	32,439,500	15.28
Custody Bank of Japan, Ltd. (Trust account)	14,881,700	7.01
Meiji Yasuda Life Insurance Company	7,692,600	3.62
The Asahi Glass Foundation	6,389,881	3.01
Asahi Glass Business Partner Shareholding Association	4,899,833	2.31
STATE STREET BANK WEST CLIENT – TREATY 505001	4,034,185	1.90
Nippon Life Insurance Company	3,662,941	1.72
AGC Employees Shareholdings Association	3,153,510	1.48
Barclays Securities Japan Limited BNYM	3,000,000	1.41
JP MORGAN CHASE BANK 385781	2,856,576	1.35

Controlling shareholder (excluding parent company)	-
Parent company	None

Supplementary Information

- The information above is as of December 31, 2025.
- As of December 31, 2025, the Company held 5,070,502 shares of treasury stock; however, these shares are not included in the above table.
- Shareholding ratios are calculated based on the number of issued shares excluding treasury stock

- (1) Although a Report on Changes in the Large Shareholding of Share Certificates, etc. was submitted on March 7, 2025 by BlackRock Japan Co., Ltd. and eight joint holders, the Company is unable to confirm the actual number of shares beneficially owned as of December 31, 2025. Accordingly, the status of major shareholders shown above is based on the number of shares recorded in the shareholders' register.

According to the said report, the shareholding status as of February 28, 2025 was as follows:

Number of shares held: 13,386,810 shares; Shareholding ratio: 6.16%

(Breakdown)

BlackRock Japan Co., Ltd.: 3,841,600 shares (1.77%)

Aperio Group, LLC: 279,321 shares (0.13%)

BlackRock Advisors, LLC: 219,448 shares (0.10%)

BlackRock Financial Management, Inc.: 270,600 shares (0.12%)

BlackRock (Netherlands) B.V.: 356,742 shares (0.16%)

BlackRock Fund Managers Limited: 442,840 shares (0.20%)

BlackRock Asset Management Ireland Limited: 1,482,452 shares (0.68%)

BlackRock Fund Advisors: 3,720,900 shares (1.71%)

BlackRock Institutional Trust Company, N.A.: 2,772,907 shares (1.28%)

- (2) Although a Report on Changes in the Large Shareholding of Share Certificates, etc. was submitted on July 22, 2025 by Nomura Securities Co., Ltd. and one joint holder, the Company is unable to confirm the actual number of shares beneficially owned as of December 31, 2025. Accordingly, the status of major shareholders shown above is based on the number of shares recorded in the shareholders' register.

According to the said report, the shareholding status as of July 15, 2025 was as follows:

Number of shares held: 12,091,267 shares; Shareholding ratio: 5.56%

(Breakdown)

Nomura Securities Co., Ltd.: 630,467 shares (0.29%)

Nomura Asset Management Co., Ltd.: 11,460,800 shares (5.27%)

- (3) Although a Large Shareholding Report was submitted on November 20, 2025 by Sumitomo Mitsui Trust Asset Management Co., Ltd. and one joint holder, the Company is unable to confirm the actual number of shares beneficially owned as of December 31, 2025. Accordingly, the status of major shareholders shown above is based on the number of shares recorded in the shareholders' register.

According to the said report, the shareholding status as of November 14, 2025 was as follows:

Number of shares held: 11,048,391 shares; Shareholding ratio: 5.08%

(Breakdown)

Sumitomo Mitsui Trust Asset Management Co., Ltd.: 5,424,791 shares (2.49%)

Amova Asset Management Co., Ltd.: 5,623,600 shares (2.59%)

3. Corporate Attributes

Stock Exchange Listings	Tokyo (Prime Market)
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

The Company owns 52.8% of the shares of Ise Chemical Industry Co., Ltd. listed on the Standard Market of the Tokyo Stock Exchange, and is the controlling shareholder with majority voting rights.

(1) Group Management Concepts and Policies

The Group's in-house company system separates the roles and functions of the Group corporate divisions and business divisions (in-house companies and SBUs), and the scopes of responsibility and authority are clearly defined. The Group corporate divisions aim to maximize the corporate value of the entire Group by formulating the Group's corporate philosophy and strategies, formulating Group business portfolio policies, establishing the Group's policies on the fundamental elements of business management, and providing a management platform. In-house companies and SBUs, which have received a substantial transfer of responsibility and authority for business execution, operate their businesses using the management resources entrusted to them by the Group corporate divisions, with the aim of maximizing their own business value. This separation of the roles and functions of the Group corporate and business divisions clarifies the scopes of responsibility and authority, thereby accelerating management decision-making and increasing management efficiency.

(2) Reasons for Having the Listed Subsidiary

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 and Life Sciences businesses. In addition, the Company is a significant sales destination for Ise Chemicals Corporation's iodine and natural gas, creating a mutually beneficial relationship that enhances corporate value for both parties. The Company periodically checks whether it is optimal to maintain the current relationship with Ise Chemicals Corporation, 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 Ise Chemicals Corporation. Furthermore, Ise Chemicals Corporation enjoys benefits such as social credibility and recruitment capabilities as a listed company. Based on the above, the Company considers that maintaining Ise

Chemicals Corporation as a listed subsidiary is reasonable.

(3) Measures to Ensure the Effectiveness of Governance Systems of Listed Subsidiary

In the joint efforts to maximize group synergies between the Company and Ise Chemicals Corporation, the Company respects the autonomous decision-making of Ise Chemicals Corporation and strives to establish an effective governance system to prevent conflicts of interest with minority shareholders of Ise Chemicals Corporation.

In Ise Chemicals Corporation, at least one-third of the independent outside directors are elected so that they can appropriately supervise the operation of Ise Chemicals Corporation from an independent and objective standpoint. In addition, the Committee on Material Transactions with Shareholders with Controlling Interests consisting of independent directors, deliberates and provides advice and recommendations to the Board of Directors on matters related to policies for determining the terms and conditions of transactions with shareholders with controlling interests, etc. The Board of Directors respects such advice and recommendations to the extent possible. Furthermore, in March 2024, Ise Chemicals Corporation established a voluntary Nomination and Compensation Committee composed of a majority of independent outside directors, further protecting transparency and fairness.

II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Business Execution, and Oversight

1. Organizational Composition and Operation

Corporate Governance System	Company with Supervisory Committee
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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	Independent Director
Number of Board Members	10
Status of Outside Directors	Elected
Number of Outside Directors	6
Number of Independent Directors	6

Relation with the Company (1)

Name	Occupation	Relation(s) with the Company* ¹										
		a	b	c	d	e	f	g	h	i	j	k
Isao Teshirogi	Executive of another company								○			
Koji Arima	Executive of another company								△			
Yuri Okina	Executive of another company											
Isamu Kawashima	Executive of another company								△			
Haruka Matsuyama	Attorney											
Kumiko Baba	Executive of another company											

*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. 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)

Name	Membership of Supervisory Committee	Independent Director	Supplementary Information in Regard to Applicable Items	Reasons for Appointment
Isao Teshirogi		✓	<p>The Company has a business relationship with Shionogi & Co., Ltd., for which Isao Teshirogi serves as President and Representative Director, involving transactions related to pharmaceutical intermediates and active pharmaceutical ingredients. However, the amount of such transactions accounts for less than 0.1% of the Company's net sales.</p>	<p>Isao Teshirogi serves as Chairman of the Board and President of Shionogi & Co., Ltd., and possesses extensive experience in overall corporate management, including the management of overseas operations, at a research-based pharmaceutical company that promotes high value-added business development.</p> <p>The Company expects that Teshirogi will leverage this experience to oversee and supervise the Company's management from an independent standpoint, and to provide advice on overall management, including the development of the Company's strategic businesses, thereby contributing to the strengthening of the Company's corporate governance. Accordingly, the Company has appointed him as an Independent director.</p> <p>In addition, the Company confirms that Independent directors satisfy not only the requirements for outside directors under the Companies Act, but also the standards for independence of outside officers established by the Company, and that their independence is ensured. Such confirmation is made by the voluntary Nominating Committee, a majority of whose members are Independent directors, and accordingly, the Company has designated them as Independent directors.</p> <p>The Company has also confirmed that they meet the criteria for independent officers as stipulated in the Securities Listing Regulations and the related enforcement rules.</p>
Koji Arima		✓	<p>The Company has a business relationship involving the sale of automotive display cover glass and related products with DENSO Corporation, at which Koji Arima previously served as an executive officer. However, the amount of such transactions accounts for less than 0.1% of the Company's net sales.</p>	<p>Koji Arima serves as Chairman of the Board of DENSO Corporation, a global company that provides advanced technologies, systems, and products, and possesses extensive experience in overall corporate management, including production and quality management and technology development.</p> <p>The Company expects that Arima will leverage this experience to oversee and supervise the Company's management from an independent standpoint, and to provide advice on overall management, including the strengthening of the global expansion of the Company's businesses, thereby contributing to the enhancement of the Company's corporate governance. Accordingly, the Company has appointed him as an Independent director.</p> <p>In addition, the Company confirms that Independent directors satisfy not only the requirements for outside directors under the Companies Act, but also the standards for independence of outside officers established by the Company, and that their independence is ensured. Such confirmation is made by the voluntary Nominating Committee, a majority of whose members are Independent directors, and accordingly, the Company has designated them as Independent directors.</p> <p>The Company has also confirmed that they meet the criteria for independent officers as stipulated in the Securities Listing Regulations and the related enforcement rules.</p>

Yuri Okina		✓		<p>Yuri Okina possesses extensive expertise in economic, social, and financial affairs, gained through her many years of research activities at The Japan Research Institute, Limited. In addition to her experience as an outside officer at other companies, she has also accumulated broad experience through her service as a member of government councils, including as a member of the Financial System Council of the Financial Services Agency and the Council for Regulatory Reform of the Cabinet Office.</p> <p>The Company expects that Okina will, from an independent standpoint, support and oversee the Company's management from multifaceted and macro-level perspectives, and thereby contribute to the enhancement of the Company's corporate governance. Accordingly, the Company has appointed her as an Independent director.</p> <p>In addition, the Company confirms that Independent directors satisfy not only the requirements for outside directors under the Companies Act, but also the standards for independence of outside officers established by the Company (see 4. Supplementary Explanation), and that their independence is ensured. Such confirmation is made by the voluntary Nominating Committee, a majority of whose members are Independent directors. As Independent directors are not likely to have conflicts of interest with general shareholders, they are designated as independent officers.</p> <p>The Company has also confirmed that they meet the criteria for independent officers as stipulated in the Securities Listing Regulations and the related enforcement rules.</p>
Isamu Kawashima	✓	✓	<p>The Company has a business relationship involving system maintenance and related services with NEC Corporation, at which Isamu Kawashima previously served as an executive officer. However, the amount of such transactions accounts for less than 0.1% of NEC Corporation's net sales, and therefore meets the Company's standards for the independence of outside officers.</p>	<p>Isamu Kawashima has served as Corporate Senior Vice President and CFO and as an Audit & Supervisory Board Member of NEC Corporation, and possesses extensive experience in the accounting and finance function, as well as deep expertise gained through his service as an auditor.</p> <p>In addition, he has served as a Full-time Audit & Supervisory Board Member of the Company since 2023, during which time he has developed a thorough understanding of the Company's audit framework and corporate governance.</p> <p>The Company expects that Kawashima will leverage this experience and expertise to oversee the execution of duties from an independent standpoint, and to play a key role in further strengthening the audit function following the Company's transition from a company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee. Accordingly, the Company has appointed him as an Independent director who is a member of the Audit & Supervisory Committee.</p> <p>In addition, the Company confirms that Independent directors satisfy not only the requirements for outside directors under the Companies Act, but also the standards for independence of outside officers established by the Company (see 4. Supplementary Explanation), and that their independence is ensured. Such confirmation is made by the voluntary Nominating Committee, a majority of whose members are Independent directors. As they are not likely to have conflicts of interest with general shareholders, they are designated as independent officers.</p> <p>The Company has also confirmed that they meet the criteria for independent officers as stipulated in the Securities Listing Regulations and the related enforcement rules.</p>

Haruka Matsuyama	✓	✓	—	<p>Haruka Matsuyama possesses extensive experience as an attorney-at-law and has specialized expertise in legal and compliance matters. In addition to having served as an outside officer at other companies, thereby gaining a high level of insight into corporate management, she has served as an Outside Audit & Supervisory Board Member of the Company since 2023, through which she has developed a deep understanding of the Company's audit framework and corporate governance.</p> <p>The Company expects that Matsuyama will leverage this experience and expertise to oversee the execution of duties from an independent standpoint, and to play a key role in further strengthening the audit function following the Company's transition from a company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee. Accordingly, the Company has appointed her as an Independent director who is a member of the Audit & Supervisory Committee.</p> <p>In addition, the Company confirms that Independent directors satisfy not only the requirements for outside directors under the Companies Act, but also the standards for independence of outside officers established by the Company (see 4. Supplementary Explanation), and that their independence is ensured. Such confirmation is made by the voluntary Nominating Committee, a majority of whose members are Independent directors. As they are not likely to have conflicts of interest with general shareholders, they are designated as independent officers.</p> <p>The Company has also confirmed that they meet the criteria for independent officers as stipulated in the Securities Listing Regulations and the related enforcement rules.</p>
Kumiko Baba	✓	✓	—	<p>Kumiko Baba has extensive experience gained through her career at Toshiba Corporation and JFE Engineering Corporation, including involvement in business alliances, overseas operations, and the oversight of corporate planning as well as accounting and finance functions. In addition, she has served as an Audit & Supervisory Board Member of JFE Holdings, Inc., further strengthening her expertise.</p> <p>The Company expects that Baba will leverage her global business experience and professional expertise in accounting, finance, and auditing to oversee the execution of duties from an independent standpoint, and to play a key role in strengthening the Company's audit framework. Accordingly, the Company has appointed her as an Independent director who is a member of the Audit & Supervisory Committee.</p> <p>In addition, the Company confirms that Independent directors satisfy not only the requirements for outside directors under the Companies Act, but also the standards for independence of outside officers established by the Company (see 4. Supplementary Explanation), and that their independence is ensured. Such confirmation is made by the voluntary Nominating Committee, a majority of whose members are Independent directors. As they are not likely to have conflicts of interest with general shareholders, they are designated as independent officers.</p> <p>The Company has also confirmed that they meet the criteria for independent officers as stipulated in the Securities Listing Regulations and the related enforcement rules.</p>

Supervisory Committee

Composition of Supervisory Committee and Attributes of the Chairperson

	All Committee Members	Full-time Members	Inside Directors	Independent Directors	Committee Chair
Supervisory Committee	4	2	1	3	Independent Director

Appointment of Directors and/or Staff to Support the Supervisory Committee	Appointed
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Matters Concerning Independence of Said Directors and/or Staff from Executive Officers/Reasons for Adopting Current System

The Company has established an Audit & Supervisory Committee as a statutory independent body that works in cooperation with the Board of Directors to assume part of the Company's oversight function and, under the mandate entrusted by shareholders, audits the execution of duties by Directors.

The Directors who also serve as members of the Audit & Supervisory Committee are as described above, and such Directors are elected separately from executive Directors at the General Meeting of Shareholders.

In addition, as an organization to assist the duties of the Audit & Supervisory Committee, the Company has established an Audit & Supervisory Committee Office consisting of dedicated staff members. The appointment, dismissal, and evaluation of the staff members of this office are subject to the consent of the Audit & Supervisory Committee, thereby ensuring their independence from executive Directors. The staff members are under the direction and supervision of the Audit & Supervisory Committee.

Cooperation among the Supervisory Committee, Accounting Auditors and Internal Audit Department

The Audit & Supervisory Committee holds regular meetings with the Accounting Auditor and obtains information on the progress and results of statutory audits. The Committee receives audit reports from the Accounting Auditor in a timely manner and maintains close communication, including the exchange of opinions and information, thereby striving to conduct effective and efficient audits.

In addition, the Audit & Supervisory Committee holds regular meetings with the internal audit department (the Audit Department) and obtains information on the progress and results of internal audits. Through the receipt of reports from the Audit Department, the exchange of opinions and information, and the provision of specific instructions to the Audit Department, the Committee works in close collaboration with the internal audit function and endeavors to enhance the effectiveness of audits.

Voluntary Established Committee(s)

Voluntary Establishment of Committee(s) equivalent to Nomination Committee or Remuneration Committee	Established
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Status of Voluntarily Established Committee(s), Attributes of Members Constituting the Committee and the Committee Chairperson

	Name of the committee	All members	Full-time members	Directors	Independent directors	Outside experts	Other	Chair person
Voluntary committee equivalent to the Nominating Committee	Nominating Committee	4	0	1	3	0	0	Independent Director
Voluntary committee equivalent to the Compensation Committee	Compensation Committee	4	0	1	3	0	0	Independent Director

Supplementary Explanation

(1) Nominating Committee

The Company's Board of Directors has established a Nominating Committee as a voluntary advisory body. The Committee deliberates on matters related to the appointment and dismissal of Directors other than those serving as Audit & Supervisory Committee Members, Directors who are Audit & Supervisory Committee Members, and Executive Officers including the President and CEO, thereby ensuring the objectivity, transparency, and accountability of the decision-making process.

The Nominating Committee is composed of Nominating Committee members selected from among the Directors, with a majority being Independent directors, and the Chairperson of the Committee is an Independent director. Directors who serve as Audit & Supervisory Committee Members may attend meetings of the Nominating Committee as observers.

The Nominating Committee deliberates on the requirements for Directors and Executive Officers, including the President and CEO. It also formulates succession plans for the President and CEO and other key executives, reviews whether candidates are being developed in a systematic and planned manner in accordance with such plans, and selects candidates for Directors other than those serving as Audit & Supervisory Committee Members, Directors who are Audit & Supervisory Committee Members, and the President and CEO, and submits proposals to the Board of Directors.

With respect to the reappointment of the President and CEO, the Nominating Committee annually evaluates the performance and execution of duties of the President and CEO, submits its proposal to the Board of Directors, and the Board of Directors makes the final decision, giving due consideration to the proposals of the Nominating Committee.

Candidates for Directors are required to possess achievements, experience, and insight appropriate for approving important matters of management execution and supervising management execution. Based on the skill matrix deliberated by the Nominating Committee and each candidate's possession of the relevant skills, the Board of Directors deliberates and determines such candidates, taking into account the balance of expertise and diversity of the Board of Directors.

Candidates for Independent directors are also required to satisfy the Company's internal rules, namely the "Standards for Independence of Outside Officers."

Candidates for Directors who serve as Audit & Supervisory Committee Members are required to possess achievements, experience, and insight appropriate for carrying out audits of the Company. Candidates for Independent directors who serve as Audit & Supervisory Committee Members are likewise required to satisfy the "Standards for Independence of Outside Officers."

At least one member of the Audit & Supervisory Committee is required to possess a considerable level of expertise in finance and accounting.

In fiscal year 2025, the Nominating Committee was held a total of 13 times, during which it deliberated matters including the appointment of Executive Officers who are candidates for future Directors, the performance evaluation and reappointment of the President and CEO, and succession plans for the CEO and other key executives.

From March 2026, one Director serving as an Audit & Supervisory Committee Member has participated in the Nominating Committee as an observer.

As of the date of submission, the Nominating Committee consists of four Directors, including three Independent directors. Details of the composition of the Committee and the attendance of its members during fiscal year 2025 are as set forth below.

<Nominating Committee>

■ Chairperson

Isao Teshirogi (Independent director)

【Attendance at Nominating Committee meetings】 : 12 out of 13

■ The Other Members of the Committee

Yoshinori Hirai (Internal Director)

【Attendance at Nominating Committee meetings】 : 13 out of 13

Koji Arima (Independent director)

【Attendance at Nominating Committee meetings】 : 9 out of 10^{*1}

Yuri Okina (Independent director)

【Attendance at Nominating Committee meetings】 : ——^{*2}

*1 Koji Arima (Independent director) was appointed as a member of the Nominating Committee on March 28, 2025; therefore, the number of meetings he was eligible to attend differs from that of other Directors.

*2 Yuri Okina (Independent director) was appointed as a member of the Nominating Committee on March 27, 2026; therefore, she did not attend any Nominating Committee meetings in fiscal year 2025.

(2) Compensation Committee

The Company's Board of Directors has established a Compensation Committee as a voluntary advisory body. The Committee deliberates on matters related to the remuneration of Directors and Executive Officers, including the President and CEO, thereby ensuring the objectivity, transparency, and accountability of the decision-making process.

The Compensation Committee is composed of Compensation Committee members selected from among the Directors, with a majority being Independent directors, and the Chairperson of the Committee is an Independent director.

Directors who serve as Audit & Supervisory Committee Members may attend meetings of the Compensation Committee as observers.

The Compensation Committee deliberates on the principles, strategy, and systems of remuneration for Directors and Executive Officers and submits proposals to the Board of Directors. In addition, the Committee is responsible for verifying the performance evaluations of individual Executive Officers and the results of remuneration payments.

The Board of Directors deliberates on such matters with due respect for the proposals of the Compensation Committee.

In fiscal year 2025, the Compensation Committee was held a total of six times. During these meetings, the Committee deliberated on matters such as the planned amounts of bonuses and share-based compensation for Directors and Executive Officers, and the setting of performance targets for performance-linked remuneration, and submitted proposals to the Board of Directors.

Based on these proposals, the Board of Directors deliberated on and resolved the relevant remuneration matters. From March 2026, one Director serving as an Audit & Supervisory Committee Member has participated in the Compensation Committee as an observer.

As of the date of submission, the Compensation Committee consists of four Directors, including three Independent directors. Details of the composition of the Committee and the attendance of its members during fiscal year 2025 are as set forth below.

< Compensation Committee >

■ Chairperson

Yuri Okina (Independent director)

【Attendance at Compensation Committee meetings】 : ——*1

■ The Other Members of the Committee

Yoshinori Hirai (Internal Director)

【Attendance at Compensation Committee meetings】 : 6 out of 6

Isao Tedai (Independent director)

【Attendance at Compensation Committee meetings】 : 6 out of 6

Koji Arima (Independent director)

【Attendance at Compensation Committee meetings】 : 4 out of 4*2

*1 Yuri Okina (Independent director) was appointed as a member of the Compensation Committee on March 27, 2026; therefore, she did not attend any Compensation Committee meetings in fiscal year 2025.

*2 Koji Arima (Independent director) was appointed as a member of the Compensation Committee on March 28, 2025; therefore, the number of meetings he was eligible to attend differs from that of other Directors.

Matters Concerning Independent Directors

Number of Independent Directors	6
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Other Matters Concerning Independent Directors

In order to ensure the independence of Independent directors, the Company has established the following standards in addition to the requirements prescribed by law (Article 2, Item 15 of the Companies Act).

(1) An Independent director must not be an executive of a company (excluding outside directors; “executive” refers to directors other than outside directors, executive officers, and employees; the same shall apply hereinafter) belonging to a consolidated corporate group that includes a company competing with the Company Group in its important business domains.

In addition, the Independent director must not hold 10% or more of the voting rights of any company belonging to such a consolidated corporate group, and must not be an executive of a company that holds 10% or more of the voting rights of any company belonging to such a consolidated corporate group.

For the purposes of this item, a “consolidated corporate group” refers to a parent company and its subsidiaries, excluding the Company Group.

(2) An Independent director must not have received remuneration from the Company Group exceeding ¥10 million per year, other than officer compensation, during the past three years.

(3) An Independent director must not have been an executive during the past three years of a company belonging to a consolidated corporate group for which the Company Group is a major business partner.

A consolidated corporate group for which the Company Group is a major business partner refers to a group whose sales to the Company Group exceed 2% of its consolidated net sales for the immediately preceding fiscal year.

(4) An Independent director must not have been an executive during the past three years of a company belonging to a consolidated corporate group that is a major business partner of the Company Group.

A consolidated corporate group that is a major business partner of the Company Group refers to a group to which sales from the Company Group exceed 2% of the Company Group’s consolidated net sales for the immediately preceding fiscal year.

(5) An Independent director must not have been an employee of the audit firm auditing the Company Group during the past three years.

(6) An Independent director must not be a major shareholder of the Company (i.e., a shareholder holding 10% or more of the voting rights) and must not be an executive of such a major shareholder.

(7) An Independent director must not have any other material conflict of interest or circumstances that may impair independence.

The Company considers the standards set forth in items (1) through (7) above to constitute minority thresholds that are unlikely to affect shareholders’ judgment in exercising their voting rights.

The Company designates all persons who satisfy the qualifications for independent officers as Independent directors.

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

Supplementary Information in Regard to Applicable Items

Director Remuneration

Status of disclosure of individual remuneration for directors	Partially disclosed
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Supplementary Information in Regard to Applicable Items

The remuneration paid to the Company’s eight Directors (including four Independent directors) in fiscal year 2025 was as follows:

1. Monthly remuneration: ¥381 million (of which ¥65 million was paid to Independent directors)
2. Performance-linked bonuses: ¥143 million (paid to Directors who concurrently serve as Executive Officers)
3. Share-based compensation: ¥165 million (of which ¥7 million was paid to Independent directors) (Note)
Note: The amount shown for “share-based compensation” represents the expenses recognized during the fiscal year.

For individuals whose total remuneration exceeded ¥100 million, individual disclosure is provided as follows:

1. Director and Chairman: Takuya Shimamura: ¥159 million
(Breakdown: Monthly remuneration ¥102 million; Share-based compensation ¥57 million)
2. Representative Director, President and CEO: Yoshinori Hirai: ¥209 million
(Breakdown: Monthly remuneration ¥82 million; Performance-linked bonus ¥70 million; Share-based compensation ¥56 million)
3. Representative Director, Executive Vice President, Special Assistant to the President: Shinji Miyaji: ¥140 million
(Breakdown: Monthly remuneration ¥73 million; Performance-linked bonus ¥42 million; Share-based compensation ¥25 million)
4. Representative Director, Executive Senior Vice President and CTO: Hideyuki Kurata: ¥107 million
(Breakdown: Monthly remuneration ¥58 million; Performance-linked bonus ¥30 million; Share-based compensation ¥18 million)

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.
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The details of this item are described in Exhibit 2, “Policy for determining compensation and other emoluments for officers.”

The Support System Provided for Independent Directors

For Independent directors, the Corporate Planning Division, which serves as the secretariat of the Board of Directors, provides advance notice of Board meetings and distributes relevant materials in advance, and, as necessary, provides prior explanations of matters to be submitted to the Board of Directors.

For Independent directors who serve as members of the Audit & Supervisory Committee, in addition to support from the Corporate Planning Division, the Audit & Supervisory Committee Office plays a role in assisting their duties. This includes providing notices of meetings of the Audit & Supervisory Committee, coordinating attendance at important meetings, and arranging meetings with the Representative Directors, Independent directors other than Audit & Supervisory Committee Members, the internal audit department, and the Accounting Auditor.

Under the above support framework, Independent directors, including those serving as members of the Audit & Supervisory Committee, actively raise questions and provide recommendations from a professional and independent perspective at meetings of the Board of Directors, thereby effectively fulfilling their management oversight function.

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

(1) Framework for Management Oversight and Status of Implementation

① The Board of Directors

Pursuant to the resolution of the 101st Ordinary General Meeting of Shareholders held on March 27, 2026, the Company transitioned from a company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee.

In connection with this transition, the roles of the Board of Directors were redefined as follows:

- Setting the overall direction of management from a long-term perspective
- Encouraging appropriate risk-taking by management execution
- Overseeing the realization of value creation and evaluating and appointing the top executive

Based on this redefinition, the Company is building a framework that enables the Board of Directors to fully perform these roles and is enhancing discussions aimed at accelerating value creation across the AGC Group.

As of the date of submission, the Board of Directors consists of ten Directors (with a one-year term of office), six of whom are Independent directors who satisfy the Company's independence standards.

In addition, four of the Directors are women. In order to maintain the independence and neutrality of the Board of Directors, the Chairperson of the Board is, in principle, an Independent director.

The Company has also adopted an Executive Officer system, under which Executive Officers (with a one-year term of office) are clearly distinguished from Directors under the Companies Act and are responsible for the execution of management and business operations of the AGC Group.

In fiscal year 2025, the Board of Directors held a total of 14 meetings, during which it oversaw the execution of management of the AGC Group and deliberated on and resolved important matters, including the determination of candidates for Directors, the nomination and appointment of Executive Officers for the next fiscal year, and the acquisition and disposal of important assets, as well as the determination and approval of budgets and other significant matters.

The composition of the current Directors who do not serve as Audit & Supervisory Committee Members, and their attendance at meetings of the Board of Directors in fiscal year 2025, are as follows.

< Board of Directors >

■ Chairperson

Koji Arima (Independent director)

【Attendance at Board of Directors meetings】 : 10 out of 10*¹

■ Directors

Yoshinori Hirai (Internal Director)

【Attendance at Board of Directors meetings】 : 14 out of 14

Hideyuki Kurata (Internal Director)

【Attendance at Board of Directors meetings】 : 14 out of 14

Yoshio Takegawa (Internal Director)

【Attendance at Board of Directors meetings】 : ——*2

Isao Teshirogi (Independent director)

【Attendance at Board of Directors meetings】 : 14 out of 14

Yuri Okina (Independent director)

【Attendance at Board of Directors meetings】 : ——*3

*1 Koji Arima (Independent director) was appointed as a Director on March 28, 2025; therefore, the number of Board of Directors meetings he was eligible to attend differs from that of other Directors.

*2 Yoshio Takegawa was appointed as a Director on March 27, 2026; therefore, he did not attend any Board of Directors meetings in fiscal year 2025.

*3 Yuri Okina (Independent director) was appointed as a Director on March 27, 2026; therefore, she did not attend any Board of Directors meetings in fiscal year 2025.

② Nominating Committee and Compensation Committee

With the aim of further strengthening its corporate governance framework and enhancing the objectivity of the evaluation, appointment, and remuneration of Directors and Executive Officers, the Company has established the Nominating Committee and the Compensation Committee as voluntary advisory committees to the Board of Directors.

For details, please refer to Section II-1, “Status of Establishment of Voluntary Committees, Committee Composition, and Attributes of Committee Chairpersons,” of this report.

③ Status of Audits by the Audit & Supervisory Committee

a. Audit Framework of the Audit & Supervisory Committee

Pursuant to the resolution of the 101st Ordinary General Meeting of Shareholders held on March 27, 2026, the Company transitioned from a company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee.

As of the date of submission, the Audit & Supervisory Committee consists of four Directors, three of whom constitute a majority and are Independent directors who satisfy the Company’s independence standards. In addition, three of the Audit & Supervisory Committee Members are women.

The Company has also established an Audit & Supervisory Committee Office as an organization to assist the duties of the Audit & Supervisory Committee.

Among the Audit & Supervisory Committee Members, Ms. Naoko Araki, an internal Director serving as an Audit & Supervisory Committee Member, has extensive experience in the Company’s legal, general affairs, and internal audit functions, and possesses a considerable level of expertise in legal and compliance matters, corporate governance, internal controls, and auditing.

Mr. Isamu Kawashima, an Independent director serving as an Audit & Supervisory Committee Member, possesses a considerable level of expertise in finance and accounting.

Ms. Haruka Matsuyama, an Independent director serving as an Audit & Supervisory Committee Member, has extensive experience in the legal profession and advanced expertise in legal and compliance matters.

In addition, Ms. Kumiko Baba, an Independent director serving as an Audit & Supervisory Committee Member, has broad experience in business alliances, oversight of overseas operations, and the accounting and finance fields.

b. Status of Audits by the Audit & Supervisory Committee

Pursuant to the resolution of the 101st Ordinary General Meeting of Shareholders held on March 27, 2026, the Company transitioned from a company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee. The following describes the activities of the Audit & Supervisory Board Members and the Audit & Supervisory Board in fiscal year 2025.

The Audit & Supervisory Board determined audit policies and audit plans, received reports from each Audit & Supervisory Board Member on the status and results of audits, and also received reports from Directors and other officers, as well as the Accounting Auditor, regarding the execution of their duties, requesting explanations as necessary. In fiscal year 2025, with the basic audit policy of appropriately monitoring and verifying whether the internal control systems—including the compliance framework, risk management framework, and systems to ensure the reliability of financial statements, as set forth in the Basic Policy on Internal Control—were adequately established and properly operated across the AGC Group, the Audit & Supervisory Board endeavored to conduct planned and efficient audits.

In fiscal year 2025, the Audit & Supervisory Board held a total of 14 meetings, and the attendance status of each Audit & Supervisory Board Member is as follows.

< Audit & Supervisory Board >

■ Chairperson

Isamu Kawashima (Full-time Audit & Supervisory Board Member; Outside Audit & Supervisory Board Member)

【Attendance at Audit & Supervisory Board meetings】 : 14 out of 14

【Attendance at Board of Directors meetings】 : 14 out of 14

■ The Other Members of the Audit & Supervisory Board

Tetsuo Tatsuno (Full-time Audit & Supervisory Board Member) *1

【Attendance at Audit & Supervisory Board meetings】 : 3 out of 3

【Attendance at Board of Directors meetings】 : 3 out of 3

Naoko Araki (Full-time Audit & Supervisory Board Member) *2

【Attendance at Audit & Supervisory Board meetings】 : 11 out of 11

【Attendance at Board of Directors meetings】 : 11 out of 11

Tatsuro Ishizuka (Outside Audit & Supervisory Board Member)

【Attendance at Audit & Supervisory Board meetings】 : 14 out of 14

【Attendance at Board of Directors meetings】 : 14 out of 14

Haruka Matsuyama (Outside Audit & Supervisory Board Member)

【Attendance at Audit & Supervisory Board meetings】 : 14 out of 14

【Attendance at Board of Directors meetings】 : 14 out of 14

*1 Tetsuo Tatsuno retired as an Audit & Supervisory Board Member on March 28, 2025; therefore, the number of Audit & Supervisory Board and Board of Directors meetings he was eligible to attend differs from that of other members.

*2 Naoko Araki was appointed as an Audit & Supervisory Board Member on March 28, 2025; therefore, the number of Audit & Supervisory Board and Board of Directors meetings she was eligible to attend differs from that of other members.

In accordance with the Standards for Audits by Audit & Supervisory Board Members established by the Audit & Supervisory Board, the Audit & Supervisory Board Members, based on audit policies and audit plans, communicated with Directors and the internal audit department, endeavored to collect information and establish an appropriate audit environment, and attended important meetings, including meetings of the Board of Directors, Management Committee, Medium-term Management Plan and Budget Review Committee, and Performance Monitoring Meetings.

In addition, the Audit & Supervisory Board Members reviewed important documents, conducted investigations of the status of operations and assets at the head office, business divisions, and business sites, and audited subsidiaries, reporting the results to the Audit & Supervisory Board.

Furthermore, they regularly received reports from Directors and other officers on the establishment and operation of the internal control systems, verified such reports, and monitored and verified whether the Accounting Auditor maintained independence and conducted audits appropriately.

The full-time Audit & Supervisory Board Members, namely Mr. Isamu Kawashima (Outside Audit & Supervisory Board Member), Mr. Tetsuo Tatsuno, and Ms. Naoko Araki, made proactive efforts to enhance the audit environment and collect internal information, conducted day-to-day monitoring and verification of the establishment and operation of the internal control systems, and shared information with other Audit & Supervisory Board Members.

④ Status of internal audits

Pursuant to the resolution of the 101st Ordinary General Meeting of Shareholders held on March 27, 2026, the Company transitioned from a company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee. The following describes the status of internal audit activities in fiscal year 2025.

The Audit Department reports directly to the President and CEO and, from a fair and independent standpoint, is responsible for examining and evaluating the establishment and operational status of the internal control systems related to the management activities of the Company Group, as well as providing opinions and recommendations.

The Company Group's internal audit function consists of the Audit Department and approximately 40 internal audit personnel located in Europe, North America, and China. Based on a global annual audit plan, the internal audit function

provides reasonable assurance that the internal control systems of the Company Group are functioning effectively, and also makes recommendations to further enhance the effectiveness and efficiency of those systems.

The internal audit departments in each region work in close coordination and maintain active communication, thereby maintaining and strengthening the Group-wide internal audit framework.

The results of internal audits are reported monthly to the President and CEO. In addition, they are reported to the Board of Directors on a semi-annual basis, and reported monthly to the Audit & Supervisory Committee, with opinions and information exchanged.

⑤ Status of accounting audit

Pursuant to the resolution of the 101st Ordinary General Meeting of Shareholders held on March 27, 2026, the Company transitioned from a company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee. The following describes the status of accounting audit activities in fiscal year 2025.

The Company has engaged KPMG AZSA LLC as its Accounting Auditor. The length of continuous audit services provided by KPMG AZSA LLC amounts to 20 years.

The names of the Certified Public Accountants who executed the accounting audit work in fiscal year 2025, together with their respective years of continuous audit engagement, are as follows:

Noriaki Habuto : 4 years

Tsutomu Ogawa : 6 years

Takahiro Kajiwara : 7 years

The composition of assistants engaged in the Company's accounting audit work consists of 26 Certified Public Accountants and 72 other staff members.

The Audit & Supervisory Board Members, the Audit Department, and the Accounting Auditor cooperate as appropriate through reporting and exchanges of opinions and information, thereby enhancing the effectiveness and quality of audits.

The Audit & Supervisory Board selects the Accounting Auditor based on a comprehensive evaluation of factors including the independence of the Accounting Auditor, the status of quality control, the appropriateness of the audit execution framework, and the status of group audits in response to the Company's global business operations.

As a result of evaluating the maintenance of independence, the appropriateness of audit planning and its effective and efficient implementation, communication with relevant departments, the status of group audits, and responses to fraud risks, the Audit & Supervisory Board has determined that the Accounting Auditor is appropriately performing its duties.

If the Accounting Auditor is deemed to fall under any of the grounds set forth in Article 340, paragraph (1) of the Companies Act and dismissal is considered appropriate, the Audit & Supervisory Board will dismiss the Accounting Auditor with the unanimous consent of all Audit & Supervisory Board Members.

In addition, if the Audit & Supervisory Board determines it necessary after comprehensively considering matters such as the independence and performance of duties of the Accounting Auditor, it will determine the contents of proposals regarding the dismissal or non-reappointment of the Accounting Auditor to be submitted to the General Meeting of Shareholders.

⑥ Outline of the liability limitation contract

The Company has entered into limitation of liability agreements with each of its Non-Executive Directors, under which the liability prescribed in Article 423, paragraph (1) of the Companies Act is limited to the aggregate amount specified 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 six In-House Companies: the "Architectural Glass Asia Pacific Company", "Architectural Glass Europe & Americas Company", "Automotive Glass Company", "Electronics Company" and "Chemicals Company" and "Life Science Company".

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

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

AGC strives to improve the objectivity and transparency of management by clearly separating functions of management oversight and management execution. The Board of Directors, which is primarily responsible for the oversight functions is chaired by an independent outside director. The majority of the Board consists of non-executive directors, and we have also established a voluntary Nominating Committee and Compensation Committee, comprising a majority of outside directors. In addition to this, the auditing of the execution of duties by Directors by Audit & Supervisory Board Members, including full-time outside Audit & Supervisory Board Members, is fully functioning, and the Audit & Supervisory Board system has been adopted because it is believed to be sufficient to strengthen the corporate governance system.

III. Implementation of Measures Related to Shareholders and Other Stakeholders

1. Measures to Revitalize the Shareholders' Meetings and Facilitate the Exercise of Voting Rights

	Supplementary Information
Early Distribution of Notice Regarding the Ordinary General Meetings of Shareholders	With respect to the 101st Ordinary General Meeting of Shareholders held on March 27, 2026, the Notice of the General Meeting of Shareholders was dispatched 23 days prior to the meeting date, on March 4, 2026.
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 smartphone and tablet), 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 a 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	The Company publishes the Notice of the General Meeting of Shareholders and the Reference Documents for the General Meeting of Shareholders on its website at an early stage. With respect to the 101st Ordinary General Meeting of Shareholders held on March 27, 2026, these materials were posted on the Company's website and other platforms on February 27, 2026, prior to their dispatch. Regarding the holding of General Meetings of Shareholders using virtual methods, the Company provides live internet streaming of the meeting for shareholders.

2. IR Activities

	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.</p> <p><Japanese; https://www.agc.com/ir/policy/policy/index.html ></p> <p><English; https://www.agc.com/en/ir/policy/policy/index.html></p>	
Holding of Periodic Conferences for Individual Investors	<p>The Company participates several times a year in briefing sessions for individual investors organized by securities firms. In addition, the Company regularly holds dialogue sessions and factory/facility tours for individual shareholders.</p> <p>At these briefing sessions and dialogue meetings, the CFO attends and provides reports and explanations on the overview of management, followed by Q&A sessions in which questions from individual shareholders and individual investors are addressed.</p> <p>Furthermore, in order to make information more accessible to individual investors, the Company publishes on its website the disclosure materials, presentation videos, and scripts used at briefing sessions for analysts and institutional investors.</p> <p><Japanese; https://www.agc.com/ir/library/invbriefing/index.html></p>	Exists
Holding of Periodic Conferences for Analysts and Institutional Investors	<ul style="list-style-type: none"> • Earnings briefings <p>The Company holds earnings briefings on a quarterly basis.</p> <p>In fiscal year 2025, the CFO attended the earnings briefings for the first and third quarters, while the CEO and CFO attended the earnings briefings for the second quarter and the full fiscal year. At these briefings, management reported on and explained the Company's financial results and outlook, followed by Q&A sessions with analysts and institutional investors.</p> <p><Japanese; https://www.agc.com/ir/library/briefing/index.html></p> <p><English; https://www.agc.com/en/ir/library/briefing/index.html></p> <ul style="list-style-type: none"> • Medium-term management plan (or its progress) <p>The Company holds briefings led by the CEO twice a year on the medium-term management plan and its progress. In fiscal year 2025, progress briefings were conducted in conjunction with the announcements of the second-quarter and full-year financial results, at which</p>	Exists

	<p>the CEO provided explanations, followed by Q&A sessions with analysts and institutional investors. The CFO also attended each of these briefings and responded to questions.</p> <p><Japanese; https://www.agc.com/ir/library/strategy/index.html> <English; https://www.agc.com/en/ir/library/strategy/index.html> ></p> <p>• Business Briefings / IR Day / ESG Briefings Taking into account topics of interest to investors, the Company holds business briefings, IR Day events, and ESG briefings, at which it provides explanations on the overall status and strategies of the Company as a whole and of each business.</p> <p><Japanese; https://www.agc.com/ir/library/bizbriefing/index.html> <English; https://www.agc.com/en/ir/library/bizbriefing/index.html> ></p> <p>• Communication by Outside Directors <u>Small Meetings</u> As an opportunity for Independent directors to engage in direct dialogue and exchange views with institutional investors, the Company has been holding small meetings since fiscal year 2024. At these meetings, active discussions are conducted on initiatives to strengthen corporate governance, enhance the effectiveness of the Board of Directors, and ultimately improve corporate value.</p> <p>• Others (individual responses, conferences, etc.) The CEO, CFO, CTO, Executive Officer in charge of Finance, Executive Officer in charge of IR, and IR staff conduct one-on-one meetings, either in person or online, with major domestic and overseas investors. At these meetings, the Company provides explanations on initiatives related to its medium- to long-term management plans, financial performance, technology development, corporate governance, environmental initiatives, and human capital. In addition, the Company participates in conferences for institutional investors organized by securities firms, and also holds factory and facility tours on an ad hoc basis.</p> <p><Meeting Results for Fiscal 2025> 336 meetings, 754 participants</p>	
<p>Holding of Periodic Conferences for Overseas Investors</p>	<p>• Briefings All briefings for institutional investors are available for online participation with simultaneous interpretation provided. In addition, English transcripts of the briefings are posted on the website for overseas investors who were unable to attend. English versions of various IR-related materials are</p>	<p>Exists</p>

	<p>published simultaneously with their Japanese versions.</p> <ul style="list-style-type: none"> • Others (individual responses, conferences, etc.) <p>The CEO and CFO make individual visits to overseas investors in the United States, Europe and Asia each year. The Company also actively conducts online interviews. In addition, the Company participates in conferences for institutional investors hosted by securities companies.</p>	
<p>Posting of IR Materials on Website</p>	<p>The following IR information is available on our website. We try to post the same material on both the Japanese and English websites.</p> <ol style="list-style-type: none"> (1) Financial Results; (2) Securities Reports (available only in Japanese); (3) AGC Integrated Report; (4) AGC Sustainability Data Book; (5) Financial Reviews (former annual reports); (6) Materials for corporate briefings and earnings briefings; (7) Audio or Video distribution of medium-term management plan and earnings briefings; (8) Company overview and AGC Data Book; <p><Japanese; https://www.agc.com/ir/library/index.html <English; https://www.agc.com/en/ir/library/index.html</p> <ol style="list-style-type: none"> (9) Financial Data Book (financial data for the last 10 years); <p><Japanese; https://www.agc.com/ir/finance/index.html <English; https://www.agc.com/en/ir/finance/index.html</p> <ol style="list-style-type: none"> (10) Notice to convene the ordinary general meeting of shareholders; (11) Stock and bond information; (12) Stock price information; <p><Japanese; https://www.agc.com/ir/stock/index.html <English; https://www.agc.com/en/ir/stock/index.html</p> <ol style="list-style-type: none"> (13) IR calendar. <p><Japanese; https://www.agc.com/ir/support/calendar/index.html <English; https://www.agc.com/en/ir/support/calendar/index.html></p>	
<p>Establishment of a Post for IR</p>	<p>The Company has established a department and appointed a general manager in charge of IR in the Corporate Communications & Investor Relations Division, to enhance IR activities in cooperation with each business division, planning division, finance division and other divisions within the Group.</p>	

3. Measures Concerning Respecting the Position of Stakeholders

	Supplementary explanation
Internal Rules, etc. Regarding Respecting the Position of Stakeholders	<p>The AGC Group has established the Group Philosophy “Look Beyond,” the AGC Group Charter of Corporate Behavior, the AGC Group Code of Conduct, and the AGC Group Corporate Governance Basic Policy, which set forth the Group’s approach to respecting the positions of stakeholders.</p> <p>The Group believes that continuing to be a company trusted by all stakeholders is an essential condition for its sustainable growth and development.</p>
Implementation of Environmental Conservation Activities, CSR Activities, etc.	<p>[Consideration for Global Environmental Issues]</p> <p>Based on “Sustainability for a Blue Planet,” one of our Shared Values under the Group Philosophy “Look Beyond,” the AGC Group has articulated its commitment to “contribute to the realization of a sustainable society while continuing to grow and evolve.” This commitment is shared with all employees and is disclosed on the Company’s website.</p> <p>In addition, the AGC Group has established the AGC Group Environmental Policy, and, based on this policy, promotes integrated environmental management across the Group, including the Company and all domestic and overseas Group companies.</p> <p>Among global environmental issues, the AGC Group places particular emphasis on addressing climate change. The Group has set a target of achieving carbon net zero by 2050 (Scope 1 and Scope 2). As milestones toward this goal, the Group aims to reduce GHG (greenhouse gas) emissions by 30% by 2030 (compared with 2019 levels) for Scope 1 and Scope 2, as well as Scope 3 (Categories 1, 10, 11, and 12), and to reduce GHG emissions intensity per unit of net sales by 50% by 2030 for Scope 1 and Scope 2. Furthermore, in February 2022, the AGC Group fully introduced an internal carbon pricing system, thereby accelerating internal initiatives to reduce GHG emissions.</p> <p>* GHG emissions intensity per unit of net sales = GHG emissions / net sales</p> <p>[Crisis Management for Environmental Accidents, etc.]</p> <p>Under the AGC Group Industrial Safety and Security Policy, Corporate Environment, EHSQ General Division, as an umbrella body, draws up an annual activity plan, based on which each business division, etc., engage in fire prevention and countermeasures against industrial security incidents. The Company also monitors the status of implementation of such measures through internal audits, etc., for continuous improvement, with the aim of realizing safer and more sustainable business operations.</p> <p>[Respect for Human Rights]</p> <p>The AGC Group upholds “respect for people” as set forth in the AGC Group Charter of Corporate Behavior, and in December 2023 established the AGC Group Human Rights Policy. As a company that respects human rights, the Group conducts initiatives in line with the United Nations Guiding Principles on Business and Human Rights.</p> <p>Within the human resources function, the Group provides human rights education across the Group, and, in principle, conducts annual self-assessments on human rights and labor practices for Group companies. In addition, the procurement function conducts supplier questionnaire surveys in accordance with the AGC Group Basic Policy on Purchasing Transactions, in order to understand the status of and initiatives related to human rights and labor practices in the supply chain.</p> <p>Furthermore, in August 2021, the AGC Group established the AGC Group Responsible Minerals Procurement Policy, and works together with its business partners to ensure that its mineral procurement activities do not contribute to human rights violations, such as conflicts, child labor, or forced labor.</p> <p>In addition, led by the compliance function, the AGC Group has established internal and external consultation and reporting channels, including helplines, designed with due consideration for the protection and privacy of those seeking advice or reporting concerns.</p>

	<p>[Consideration, fair and appropriate treatment for employee health and working environment]</p> <p>At the Company, the AGC Labor Union is organized as the employees' labor union, and labor-management negotiations aim to resolve issues through dialogue. Consultative meetings between top management and union representatives are held at least twice a year, during which views are exchanged on overall management matters.</p> <p>The AGC Group has established the AGC Group Basic Policy on Occupational Safety and Health, and promotes safety and health activities based on the principle of "No production without safety," with the Occupational Health and Safety Management System (OHSMS) as the fundamental framework.</p> <p>In addition, since 2005, the AGC Group has, in principle, conducted an employee engagement survey for all domestic and overseas Group employees every three years. Based on the survey results, necessary measures are determined and implemented at each workplace, and progress is verified in the subsequent survey.</p> <p>Furthermore, in order to create a workplace environment in which employees can work with peace of mind and fully demonstrate their capabilities in accordance with changes in their life stages, and to realize workstyles that enable a balance between work and life, the Company has developed and enhanced work-life balance-related programs and systems.</p> <p>Details of these initiatives are available on the Company's website. Sustainability Data Book: https://www.agc.com/en/sustainability/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>[Health and Productivity Management]</p> <p>Under its management policy "AGC plus 2.0", the AGC Group has positioned the maintenance and promotion of employee health as one of the most important management issues, and has established the "AGC Health Declaration," which outlines how health management should be conducted for employees.</p> <ul style="list-style-type: none"> • AGC Health Declaration <p>The AGC Group is committed to maintaining and improving the health of its employees in order to "continue to create value for the world" under the slogan of the Group Philosophy "Look Beyond". <Health is the foundation of everything> For the AGC Group, employees are one of its most important assets, and health is one of the most important factors for employees as the foundation of their lives. <Support from AGC> The AGC Group will proactively implement measures to maintain and promote the physical and mental health of its employees and support them in fully exercising their individual abilities to become the driving force of the Company's advancement, as well as to ensure that each employee's life is fulfilling. <Employee autonomy> Employees' awareness of their own health is essential for the maintenance and promotion of good health, and employees will have the awareness to "protect their own health" and manage their own health autonomously.</p> <ul style="list-style-type: none"> • Status of activities <p>Within the AGC Group, initiatives aimed at enhancing employee health have been</p>

continuously maintained and further developed for the Company and its domestic Group companies. These initiatives include the organization of a walking event known as “AGC Walk,” the provision of mental health care, and the implementation of measures to prevent passive smoking and reduce smoking rates.

To further raise employees’ health awareness, the Group has established health management KPIs and has made efforts to more accurately understand and engage with employees’ health conditions by monitoring indicators such as the rate of attendance at follow-up medical examinations and the participation rate in stress checks.

In addition, in 2021, based on the concept that each individual is responsible for maintaining their own health, the Group introduced the “AGC Health Point Plan” to further support employees’ health maintenance and health-promotion activities.

Furthermore, by strengthening collaboration with occupational physicians and occupational health nurses at each site, and through a company-wide system led by a Chief Occupational Physician responsible for planning and implementing Group-wide initiatives, the Company was able to respond promptly to ensure employee health, even during the COVID-19 pandemic.

- Health promotion system

At the Company, an Executive Vice President (Representative Director) serves as the Chief Promotion Officer, and a Chief Occupational Physician has been appointed and assigned. Under this framework, relevant departments collaborate closely to promote these initiatives.

*Please visit the following link for the system diagram:

https://www.agc.com/sustainability/pdf/agc_sus_jp_2024.pdf

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

1. Basic policy about the internal control system

Under the Group Philosophy **“Look Beyond,”** the AGC Group positions the four values of “Innovation & Operational Excellence,” “Sustainability for a Blue Planet,” “One Team with Diversity,” and “Integrity & Trust” as the most important values to be shared across the entire Group as the foundation of all actions.

In addition, as a code to properly guide the pursuit of the Group Philosophy **“Look Beyond,”** the AGC Group has established the AGC Group Charter of Corporate Behavior, which sets forth the social responsibilities to be fulfilled by the Company.

The systems to ensure the appropriateness of operations are as follows.

(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)

Under the Group Philosophy **“Look Beyond,”** the AGC Group positions “Integrity & Trust” as one of the most important values to be shared across the Group, and is committed to the establishment and strengthening of its compliance framework.

Specifically, the AGC Group appoints a Chief Compliance Officer (CCO) as the person responsible for overseeing and promoting the development of the Group’s compliance framework. The CCO is an Executive Officer to whom authority has been delegated by the President and CEO.

Under the supervision of the CCO, the Group has established Global Compliance Leaders and a Compliance Committee as specialized bodies for ensuring compliance with laws, regulations, and corporate ethics, and these bodies are responsible for the planning and implementation of compliance measures across the AGC Group.

In order to ensure thorough compliance-oriented conduct, the AGC Group has established the Code of Conduct (AGC Group Code of Conduct), which sets forth globally common compliance requirements as well as country- and region-specific requirements. Based on this Code, the Group has developed its compliance framework and promotes its implementation through education and training programs, among other initiatives.

To address reports and consultations related to compliance, the AGC Group has established reporting and consultation channels (compliance hotlines). The status of compliance across the AGC Group, as well as the operation of the reporting and consultation system, is reported regularly to the Board of Directors.

In addition, the AGC Group has established a legal management framework to identify information on significant legal issues, and such matters are reported periodically to the Board of Directors and the Audit & Supervisory Committee.

With regard to internal audits, the Audit Department and audit personnel assigned in each region conduct internal audits based on annual audit plans, examining the status of system development for management and operations, as well as the legality and reasonableness of business execution. The results of such audits are reported as appropriate to the President and CEO and the Audit & Supervisory Committee, and are reported periodically to the Board of Directors.

Furthermore, in accordance with the Financial Instruments and Exchange Act, the AGC Group has established the “AGC Group Regulations for Internal Control over Financial Reporting” in order to ensure the reliability of financial reporting, and has developed an internal control framework for financial reporting.

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

The AGC Group appropriately preserves and manages important documents and information in accordance with laws and regulations and internal rules.

With respect to important documents and information, the Group has established a basic policy on information security, which is disseminated throughout the Group. By managing such information in accordance with prescribed procedures, the AGC Group ensures the confidentiality, integrity, and availability of information.

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

The AGC Group has established the “AGC Group Integrated Risk Management Basic Policy,” which serves as the basic policy for the Group’s risk management framework, and has developed systems for risk management and crisis response.

With respect to risk management, in accordance with internal rules, the AGC Group identifies material risk factors across the Group, and the status of risk management is regularly deliberated and monitored at meetings of the Management Committee and the Board of Directors.

As for individual risks related to business operations within the AGC Group, corporate functional divisions, in-house companies, and SBUs (Strategic Business Units) analyze risks and consider countermeasures on a business- and project-specific basis, and, as necessary, such matters are deliberated at meetings of the Management Committee and the Board of Directors.

With respect to risks related to compliance, environment, disasters, quality, and other matters, the relevant departments of the Company implement measures such as the establishment and dissemination of guidelines, training, and monitoring, as appropriate.

Regarding crisis response, in accordance with internal rules, the AGC Group has established a crisis management reporting line to ensure that information on unforeseen events that may have a material impact on the Group's operating results and financial condition is reported to and shared with the President and CEO in a prompt and reliable manner.

Based on the judgment of the President and CEO, a Group Crisis Response Headquarters is established immediately, enabling swift and appropriate initial responses. In addition, the Group has formulated Business Continuity Plans (BCPs) for its critical businesses in order to minimize the risk of business interruption in the event of a crisis.

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

As a basic policy for the development of its corporate governance framework, the Company clearly separates the management oversight function from the management execution function, with the aim of strengthening oversight while enabling swift decision-making in management execution.

With respect to management oversight, the Company holds meetings of the Board of Directors composed of a majority of Independent directors, at which the Board determines the basic management policies of the AGC Group, makes decisions on important matters, and oversees the status of management execution.

In addition, the Company has established voluntary Nominating and Compensation Committees, thereby ensuring the objectivity of the evaluation, appointment, and remuneration of Directors and Executive Officers.

With respect to management execution, under the in-house company structure and the Executive Officer system, the Company delegates execution-related responsibilities and authorities to each in-house company and SBU (Strategic Business Unit) based on prescribed criteria. Business operations are conducted and evaluated under specific consolidated performance management indicators aligned with the AGC Group's management policies and performance targets.

The execution of duties within the AGC Group is carried out in accordance with decision-making rules based on the allocation of responsibilities and approval authority standards, and the status of such operations is periodically verified through internal audits.

(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 related to business operations and management to the Company in accordance with the reporting standards established by the Company. In addition, in the event of the occurrence of a crisis incident, subsidiaries promptly report such incidents to the Company in accordance with the crisis management reporting line.

Among these reports, important matters are reported to the Management Committee, the Board of Directors, and the Audit & Supervisory Committee.

With respect to the results of internal audits conducted at subsidiaries, the internal audit department reports such results as appropriate to the President and CEO and the Audit & Supervisory Committee, and reports them periodically to the Board of Directors.

(6) Matters Concerning the Audit Framework of the Audit & Supervisory Committee

① Matters concerning employees who assist the duties of the Audit & Supervisory Committee Members

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

② Matters concerning the independence of such employees from Directors

The appointment, transfer, and evaluation of the staff members of the Audit & Supervisory Committee Office are subject to the consent of the Audit & Supervisory Committee, thereby ensuring their independence from Directors.

③ Matters to ensure the effectiveness of instructions given by Audit & Supervisory Committee Members to such employees

Staff members of the Audit & Supervisory Committee Office do not concurrently hold positions in other departments, perform their duties exclusively for matters related to the Audit & Supervisory Committee, and follow the instructions of the Audit & Supervisory Committee Members.

④ System for reporting to Audit & Supervisory Committee Members by Directors and employees of the Company, and by Directors and employees of subsidiaries, or by persons who have received reports from them

Directors and employees of the Company are required to report to the Audit & Supervisory Committee Members any facts that violate laws or the Articles of Incorporation, facts that may cause significant damage to the Company, and other matters specified in internal rules.

Subsidiaries are required to report to the Company any facts that violate laws or the Articles of Incorporation or may cause significant damage to the Company. Departments that receive such reports are required to promptly report them to the Audit & Supervisory Committee Members.

⑤ System to ensure that persons who make reports under the preceding item are not subject to disadvantageous treatment

Under the AGC Group Code of Conduct, the AGC Group prohibits any disadvantageous treatment or retaliatory actions against persons who make reports regarding violations of the Code of Conduct or other matters, and ensures that this policy is thoroughly communicated to all Group employees and officers.

⑥ Policy regarding procedures for reimbursement of expenses incurred in the execution of duties by Audit & Supervisory Committee Members

The Company promptly processes reimbursement of expenses incurred by Audit & Supervisory Committee Members, except where such expenses are deemed unnecessary for the execution of their duties.

⑦ Other systems to ensure the effectiveness of audits by the Audit & Supervisory Committee Members

Audit & Supervisory Committee Members attend important meetings, including meetings of the Management Committee, Medium-term Management Plan and Budget Review Committee, and Performance Monitoring Meetings, and hold regular meetings with Directors other than Audit & Supervisory Committee Members.

They also hold regular meetings with the Audit Department and other internal audit functions, discuss audit policies and plans, and receive reports from the Audit Department on the progress and results of audits.

As necessary, Audit & Supervisory Committee Members may instruct the Audit Department to investigate and verify the status of the establishment and operation of internal control systems. In cases where instructions from the Audit & Supervisory Committee Members differ from those of the President and CEO, the instructions of the Audit & Supervisory Committee Members take precedence. The appointment and evaluation of the Head of the Audit Department are conducted by the President and CEO in consultation with the Audit & Supervisory Committee Members.

Through reports from and exchanges of opinions with the Audit Department and the Accounting Auditor, the Audit & Supervisory Committee has established a framework that enables close cooperation and enhances the effectiveness of audits.

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

The Company declares the social responsibilities of the Group in the AGC Group Charter of Corporate Behavior, and stipulates in the Code of Conduct (AGC Group Code of Conduct) the standards by which each employee should act in compliance with laws and corporate ethics. In both documents, the Group clearly states its policy of taking a firm stance against anti-social forces and severing any relationships with them.

At the Company, Audit & Supervisory Board Members regularly receive reports from relevant internal departments regarding donations, entertainment expenses, and membership fees paid to organizations, and review the details of such payments. In addition, through internal audits conducted by the Audit Department based on the annual audit plan, the Company has established a framework to verify that there are no inappropriate payments related to donations, entertainment expenses, or membership fees made by internal departments or Group companies, thereby ensuring the exclusion of anti-social forces.

Furthermore, the General Affairs Department collects information on anti-social forces from relevant governmental authorities and other companies, and, as necessary, provides information dissemination and education within the Group regarding appropriate responses and countermeasures.

V. Other

1. Matters Regarding Takeover Defense

Not introduced.

2. Other Items Concerning Corporate Governance System, etc.

(1) Internal Framework for Information Disclosure and Management

- The Company established the Disclosure Committee, chaired by CFO, creating an internal framework to centrally manage and decide on matters related to information disclosure strategies and policies, as well as information management (such as the prevention of insider trading and timely disclosure).

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

- The Company established the Information Management Council as a subordinate organization under the Disclosure Committee, chaired by CFO and composed of 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.

(3) Judgment and decision on need for timely disclosure

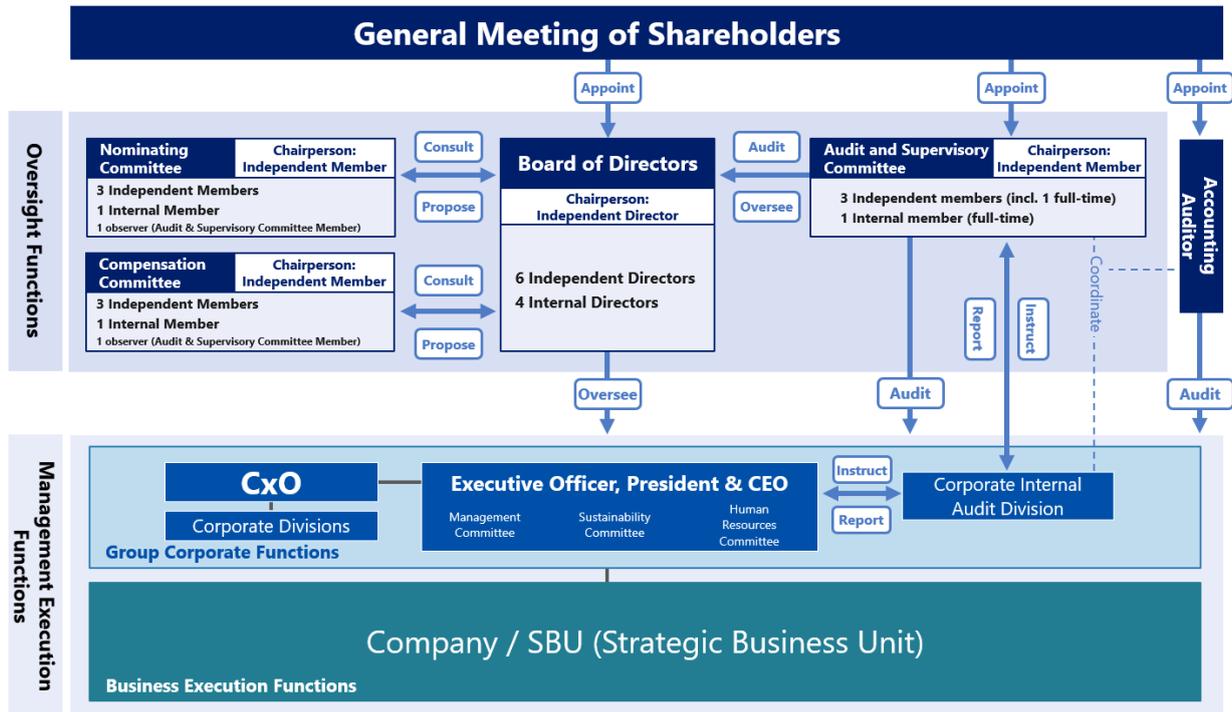
- The GM of Corporate Communications & Investor Relations convenes meetings of the Timely Information Disclosure Committee on a regular basis, where the need for disclosure is discussed in conformity with Timely Disclosure Regulations, etc.

- 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.

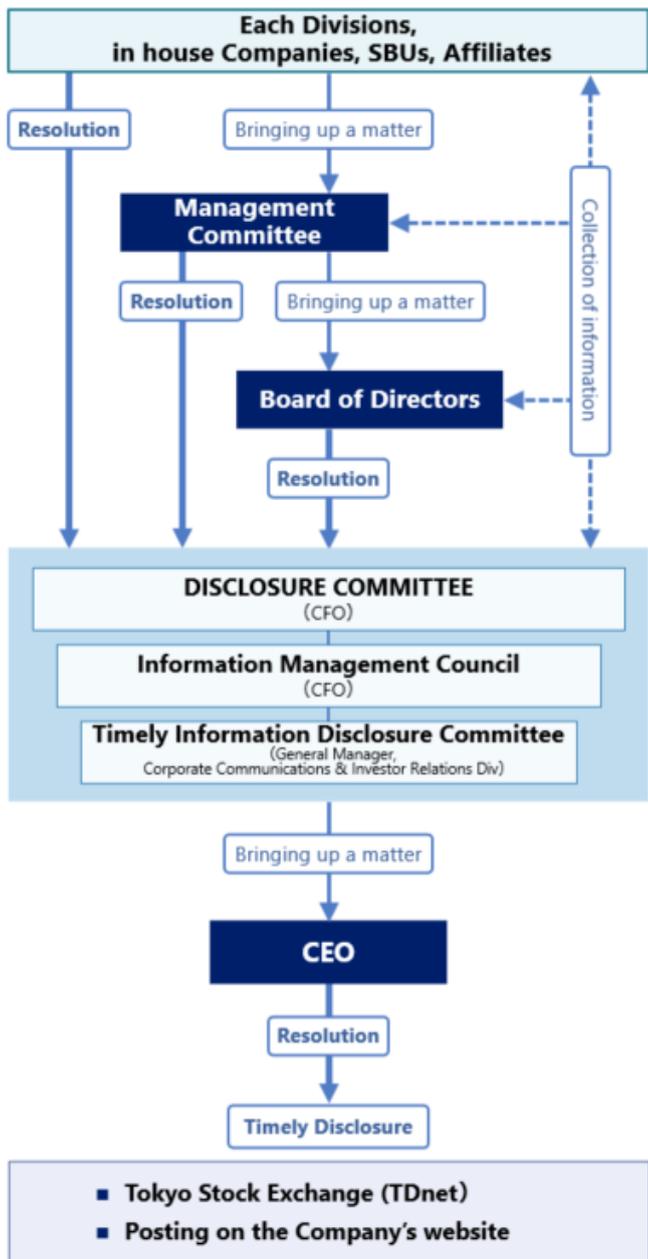
(4) Implementation of timely information disclosure

- 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)】



【The AGC Group’s Timely Disclosure Structure (Outline)】



< **Skills of Directors and Audit & Supervisory Board Members** >

	Name	Global Business Management	Legal & Compliance	Finance & Accounting	Environment & Society	Sales & Marketing	Manufacturing & R&D	IT,DX
Director, CEO	Yoshinori Hirai	○			○	○	○	○
Director, CTO	Hideyuki Kurata	○			○	○	○	○
Director, CFO	Yoshio Takegawa	○		○		○	○	
Independent Director	Koji Arima	○			○	○	○	○
	Isao Teshirogi	○			○	○	○	
	Yuri Okina			○	○			
Directors who are Audit & Supervisory Committee Members	Isamu Kawashima*	○	○	○				
	Naoko Araki		○		○			
	Haruka Matsuyama*		○		○			
	Kumiko Baba*	○	○	○				

* Independent Director

<Policy for determining compensation and other emoluments for officers>

(1) Basic views on compensation system

The Company has established the following basic principles governing overall officer remuneration:

- The remuneration system should be capable of attracting, retaining, and rewarding diverse and talented individuals in order to build and enhance competitive advantage.
- The remuneration system should promote the sustainable enhancement of corporate value and enable the sharing of interests between shareholders and management.
- The remuneration system should incentivize the achievement of performance targets under management strategies aimed at the sustainable development of the Group.
- The process for determining the remuneration system should be objective and highly transparent.

(2) Composition of Remuneration

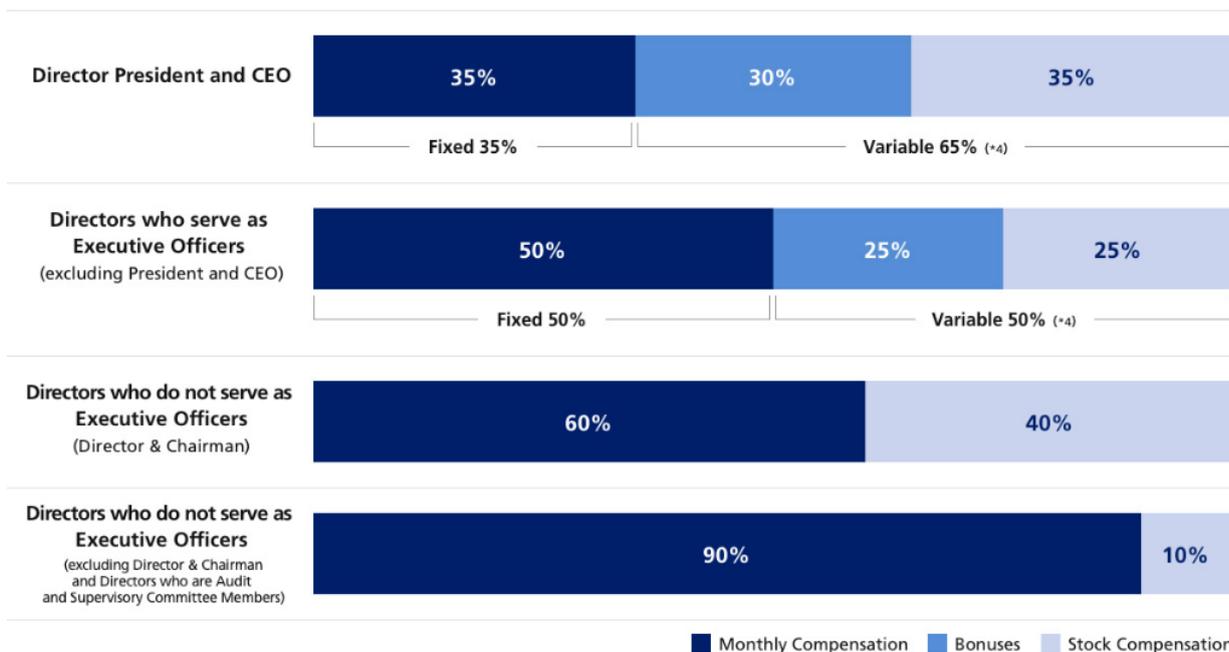
- ① Remuneration consists of fixed compensation (monthly remuneration) and variable compensation (bonuses and share-based compensation(*1)). These components are applied in accordance with position and role, as described below.

Classification	Fixed compensation		Variable compensation	
	Monthly compensation	Bonuses	Stock compensation	
			Performance-linked component	Fixed component(*2)
Directors who serve concurrently as Executive Officers, and Executive Officers	○	○	○	○
Directors who do not concurrently serve as Executive Officers (excluding Directors who are Audit and Supervisory Committee Members)	○	-	-	○
Directors who do not concurrently serve as Executive Officers (who are Audit and Supervisory Committee Members)	○	-	-	-

(*1) Where an individual eligible for share-based compensation is a non-resident of Japan, shares will not be granted, and an amount equivalent thereto may be paid in cash as a bonus.

(*2) The fixed portion of share-based compensation is not linked to the Company's business performance.

- ② With respect to directors, the proportion of each component of total remuneration, based on the standard payment amount, is generally as illustrated in the figure below (*3). Of these components, variable compensation reflects the contents set forth below in "(3) Structure of Variable Compensation.



(*3) If none of the above is applicable, the Compensation Committee shall review, and the Board of Directors shall determine.

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

(3) Structure of Variable Compensation

In order to achieve the sustainable development of the AGC Group and enhance corporate value, variable compensation is designed to reflect a balanced perspective across the short, medium, and long term, taking into consideration the appropriate balance among these time horizons.

① Bonuses

- Bonuses are designed to further enhance motivation to achieve single-year performance targets. Amounts are varied according to position and role, based on consolidated performance indicators for the relevant fiscal year.
- With respect to performance indicators, in light of the importance of enhancing business profitability and asset efficiency while generating cash, operating profit margin on operating assets (*5) and cash flow are used.
- The bonus payout rate varies depending on the degree of achievement against the target for operating profit margin on operating assets and the year-on-year improvement in cash flow. In addition, overall Company performance, the strengthening of non-financial capital, progress in portfolio transformation, and individual performance are also taken into account. As a result, the payout rate generally ranges from 0% to 200% of the standard payment amount. The final determination is made by resolution of the Board of Directors following deliberation by the Compensation Committee.
- The bonus payment period covers the period from the start date to the end date of the relevant fiscal year, and bonuses corresponding to that period are paid after the conclusion of the ordinary general meeting of shareholders held immediately following the end of the fiscal year.

(*5) Operating profit margin on operating assets = Operating profit ÷ Operating assets

[Results for the Fiscal Year Ended December 31, 2025]

- With respect to the operating profit margin on operating assets indicator, the actual result was 5.4% (adjusted value) against a target of 6.9%
- The cash flow indicator showed an increase compared with the previous fiscal year.
- Based on the above two indicators and the Company-wide special evaluation, bonuses for directors who concurrently serve as Executive Officers were paid at 100% of the standard payment amount.

[Targets for the Fiscal Year Ending December 31, 2026]

- With respect to performance indicators, in light of the importance of enhancing business profitability and asset efficiency while generating cash, the Company adopts operating profit margin on operating assets and cash flow as the relevant indicators.

② Share-based Compensation

- Share-based compensation is intended to enhance motivation to contribute to the medium- to long-term enhancement of corporate value, promote the sharing of interests with shareholders, and increase incentives to achieve performance targets under the Medium-Term Management Plan (hereinafter, the “Medium-Term Plan”).
- This system consists of a performance-linked portion, under which Company shares, etc. are granted in amounts that vary according to position and role as well as consolidated performance indicators under the Medium-Term Plan, and a fixed portion, under which a fixed number of Company shares, etc. are granted according to position and role.
- The performance indicators adopted under this system comprise five indicators: (1) ROE and (2) EBITDA as financial indicators; (3) relative TSR (relative to TOPIX) as a share price indicator; and (4) GHG emissions per unit of sales and (5) employee engagement as non-financial indicators.

(Performance Indicators)

Category	Performance indicators	Reason for selection	Weight
Financial indicators	ROE	Key performance targets for the long-term and mid-term management periods	30%
	EBITDA	To improve capability of generating cash flows and business profitability	30%
Stock price indicators	Relative TSR (vs. TOPIX)	To further share interests with shareholders	20%
Non-financial indicators	GHG emissions per unit of sales	Aiming to contribute to the realization of a sustainable global environment	10%
	Employee engagement	Aiming for the Company's growth by encouraging each employee to grow and fully utilize their abilities	10%

- The performance-linked portion varies, in principle, within a range of 0% to 200% of the standard payment amount, depending on the degree of achievement against the targets for each performance indicator. The final determination is made by resolution of the Board of Directors following deliberation by the Compensation Committee. The degree of achievement against targets is calculated as follows:
 - Financial indicators: Calculated as a weighted average of the degree of achievement against the targets for each fiscal year during the Medium-Term Management Plan period, using the prescribed weighting ratios (*6).
 - Share price and non-financial indicators: Calculated based on the degree of achievement against the targets at the end of the Medium-Term Management Plan period.
- Officers are required to continuously hold the Company shares acquired through this system until their retirement, after the end of the Medium-Term Management Plan period.

(*6) First fiscal year: 25%; second fiscal year: 25%; final fiscal year: 50%

[Results for the Fiscal Year Ended December 31, 2025]

- With respect to ROE, against a target of 8.4% for the fiscal year ending December 31, 2026, which is the final year of the Medium-Term Management Plan (as initially set at the time of formulation of the Plan), the actual result for the fiscal year ended December 31, 2025, the second year of the Plan, was 4.7%.
- With respect to EBITDA, against a target of ¥441.0 billion for the fiscal year ending December 31, 2026, which is the final year of the Medium-Term Management Plan (as initially set at the time of formulation of the Plan), the actual result for the fiscal year ended December 31, 2025, the second year of the Plan, was ¥307.3 billion (calculated on a simplified basis as operating profit plus depreciation and amortization).

(4) Remuneration Levels

With respect to remuneration levels, the Company analyzes and compares remuneration data for major manufacturing companies based on survey data conducted by third-party institutions, and verifies the appropriateness of such levels through deliberation by the voluntary Compensation Committee.

(5) Method for Determining Remuneration

Based on the “(1) Basic Principles of the Remuneration System,” the voluntary Compensation Committee—comprising a majority of independent outside directors and chaired by an independent outside director—deliberates on and makes recommendations regarding the remuneration system and remuneration levels for directors and Executive Officers.

Remuneration for directors is resolved by the Board of Directors within the limits of the total amount of remuneration approved in advance by the general meeting of shareholders.

In addition, the Compensation Committee verifies the results of remuneration payments. Through these processes, the Company enhances the objectivity and transparency of the remuneration determination process.

<Reference>

The limits and composition of remuneration for directors are as follows:

- (1) With respect to monthly remuneration and bonuses for directors who are not Audit & Supervisory Committee Members, it was resolved at the 101st Ordinary General Meeting of Shareholders held on March 27, 2026 that the total annual amount shall not exceed ¥750 million, of which the portion for outside directors shall not exceed ¥88 million per year. Bonuses are paid only to directors who concurrently serve as Executive Officers.
- (2) With respect to share-based compensation for directors who are not Audit & Supervisory Committee Members and for Executive Officers (excluding non-residents of Japan), it was resolved at the 97th Ordinary General Meeting of Shareholders held on March 30, 2022 and the 101st Ordinary General Meeting of Shareholders held on March 27, 2026 that, for each Medium-Term Management Plan period (three fiscal years), the Company may contribute funds to a trust in an amount not exceeding ¥2.25 billion in total (of which the portion for outside directors shall not exceed ¥25 million), and that the maximum number of Company shares (including shares subject to cash settlement) to be delivered, etc. through such trust shall not exceed 495,000 shares in total (of which the portion for outside directors shall not exceed 6,000 shares).
- (3) With respect to monthly remuneration for directors who are Audit & Supervisory Committee Members, it was resolved at the 101st Ordinary General Meeting of Shareholders held on March 27, 2026 that the total annual amount shall not exceed ¥150 million.

(6) Method of determining the policy

This policy is deliberated and proposed by the Compensation Committee and resolved by the Board of Directors.

< List of the state of implementation of Corporate Governance Code >

The following information is based on the Japan's Corporate Governance Code revised in June 2021.

General Principle	Principle	Supplementary principles	Comply	Explain	Source of information on compliance status	
Section 1 Securing the Rights and Equal Treatment of Shareholders	1-1. Securing the Rights of Shareholders		●		<ul style="list-style-type: none"> AGC Group Corporate Governance Basic Policy : "Article 2 (Respecting Shareholder Rights and Voting Rights)" in "Chapter 2 Relationship with Shareholders" 	
		1-1①	●		The Company complies the code.	
		1-1②	●		<ul style="list-style-type: none"> AGC Group Corporate Governance Basic Policy: Chapter 5 "Corporate Governance Structure" Articles 13 "Approach to the Corporate Governance Framework" and 14 "Roles and Responsibilities of the Board" 	
		1-1③	●		<ul style="list-style-type: none"> AGC Group Corporate Governance Basic Policy : "Article 2 (Respecting Shareholder Rights and Voting Rights)" in "Chapter 2 Relationship with Shareholders" 	
		1-2. Exercise of Shareholder Rights at General Shareholder Meetings		●		<ul style="list-style-type: none"> "1.Measures to Revitalize the Shareholders' Meetings and Facilitate the Exercise of Voting Rights" in "III.Implementation of Measures Related to Shareholders and Other Stakeholders" in the report
		1-2①	●		<ul style="list-style-type: none"> "1.Measures to Revitalize the Shareholders' Meetings and Facilitate the Exercise of Voting Rights" in "III.Implementation of Measures Related to Shareholders and Other Stakeholders" in the report 	
		1-2②	●		<ul style="list-style-type: none"> "1.Measures to Revitalize the Shareholders' Meetings and Facilitate the Exercise of Voting Rights" in "III.Implementation of Measures Related to Shareholders and Other Stakeholders" in the report 	
		1-2③	●		<ul style="list-style-type: none"> "1.Measures to Revitalize the Shareholders' Meetings and Facilitate the Exercise of Voting Rights" in "III.Implementation of Measures Related to Shareholders and Other Stakeholders" in the report 	
		1-2④	●		<ul style="list-style-type: none"> "1.Measures to Revitalize the Shareholders' Meetings and Facilitate the Exercise of Voting Rights" in "III.Implementation of Measures Related to Shareholders and Other Stakeholders" in the report 	
		1-2⑤	●		The Company complies the code.	
		1-3. Basic Strategy for Capital Policy		●		<ul style="list-style-type: none"> AGC Group Corporate Governance Basic Policy : "Article 3 (Basic Strategy for Capital Policy)" in "Chapter 2 Relationship with Shareholders"
		1-4. Cross-Shareholdings		●		<ul style="list-style-type: none"> "Principle 1.4 Cross-Shareholdings" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report AGC Group Corporate Governance Basic Policy : "Article 4 (Shareholdings)" in "Chapter 2 Relationship with Shareholders"
		1-4①	●		The Company complies the code.	

	1-4②	•	• "Principle 1.4 Cross-Shareholdings" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report • AGC Group Corporate Governance Basic Policy : "Article 4 (Shareholdings)" in "Chapter 2 Relationship with Shareholders"
	1-5. Takeover Defense	•	• "1. Matters Regarding Takeover Defense" in "V.Other" in the report • AGC Group Corporate Governance Basic Policy : "Article 5 (Stance on Takeover Bids)" in "Chapter 2 Relationship with Shareholders"
	1-5①	•	• "1. Matters Regarding Takeover Defense" in "V.Other" in the report • AGC Group Corporate Governance Basic Policy : "Article 5 (Stance on Takeover Bids)" in "Chapter 2 Relationship with Shareholders"
	1-6. Capital Policy That May Harm Shareholder Interests	•	The Company complies the code.
	1-7. Related Party Transactions	•	• "Principle 1.7 Related Party Transactions" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report • AGC Group Corporate Governance Basic Policy : "Article 6 (Prevention of Transactions Detrimental to Shareholders' Interests)" in "Chapter 2 Relationship with Shareholders"
Section2 Appropriate Cooperation with Stakeholders Other Than Shareholders	2-1. Business Principles as the Foundation of Corporate Value Creation over the Medium-to-Long Term	•	• "1.Basic Views" in "I.Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information" in the report
	2-2. Code of Conduct	•	• "1.Basic policy about the internal control system" in "IV.Basic Policy Concerning Internal Control System and Overview of their Implementation" in the report
	2-2①	•	• "1.Basic policy about the internal control system (1)" in "IV.Basic Policy Concerning Internal Control System and Overview of their Implementation" in the report
	2-3. Sustainability Issues, Including Social and Environmental Matters	•	• "Supplementary Principle 3.1.3 Sustainability Initiatives, etc." in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report
	2-3①	•	• "Supplementary Principle 3.1.3 Sustainability Initiatives, etc." in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report
	2-4. Securing internal diversity, including the promotion of women's empowerment	•	• "Supplementary Principle 2.4.1 Securing internal diversity, including the promotion of women's empowerment" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report
	2-4①	•	
	2-5. Whistleblowing	•	• "1.Basic policy about the internal control system" in "IV.Basic Policy Concerning Internal Control System and Overview of their Implementation" in the report

		2-5①	•	<ul style="list-style-type: none"> • "2.Other Items Concerning Corporate Governance System, etc. (1)" in "V.Other" in the report
		2-6. Roles of Corporate Pension Funds as Asset Owners	•	<ul style="list-style-type: none"> • "Principle 2.6 Exercising the Functions of Asset Owner of Corporate Pension Fund" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report
Section 3 Ensuring Appropriate Information Disclosure and Transparency		3-1. Disclosure of management strategy, etc.	•	<ul style="list-style-type: none"> (i) • "Principle 3.1 Enhancing information disclosure, Supplementary Principle 5.2.1 Disclosure of management strategy, etc. (i)" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report (ii) • "Principle 3.1 Enhancing information disclosure, Supplementary Principle 5.2.1 Disclosure of management strategy, etc. (ii)" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report • AGC Group Corporate Governance Basic Policy : https://www.agc.com/company/pdf/governance_basic.pdf (III) • "Principle 3.1 Enhancing information disclosure, Supplementary Principle 5.2.1 Disclosure of management strategy, etc. (III)" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report (iv) • "Principle 3.1 Enhancing information disclosure, Supplementary Principle 5.2.1 Disclosure of management strategy, etc. (iv)" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report (v) • "Principle 3.1 Enhancing information disclosure, Supplementary Principle 5.2.1 Disclosure of management strategy, etc. (v)" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report
		3-1①	•	<ul style="list-style-type: none"> • AGC Group Corporate Governance Basic Policy : "Article 7 (Policy on Constructive Dialogue with Shareholders)" and "Article 11 (Information Disclosure)" in "Chapter 4 Information Disclosure and Communication" • "2.IR Activities" in "III.Implementation of Measures Related to Shareholders and Other Stakeholders" in the report
		3-1②	•	<ul style="list-style-type: none"> • "1.Measures to Revitalize the Shareholders' Meetings and Facilitate the Exercise of Voting Rights" and "2.IR Activities" in "III.Implementation of Measures Related to Shareholders and Other Stakeholders" in the report
		3-1③	•	<ul style="list-style-type: none"> • "Supplementary Principle 3.1.3 Sustainability Initiatives, etc." in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report

	3-2. External Auditors	•		<ul style="list-style-type: none"> • "(1) Framework for Management Oversight and Status of Implementation ⑤" in "2.Items Concerning Functions such as Execution of Duties, Audit and Supervision, Designation, and Remuneration Determination" in "II.Overview of Corporate Governance Structure in terms of the Organization of Management regarding Managerial Decision-making, Execution of Duty, Oversight and other matters" in the report
	3-2①	•		<ul style="list-style-type: none"> • "(1) Framework for Management Oversight and Status of Implementation ⑤" in "2.Items Concerning Functions such as Execution of Duties, Audit and Supervision, Designation, and Remuneration Determination" in "II.Overview of Corporate Governance Structure in terms of the Organization of Management regarding Managerial Decision-making, Execution of Duty, Oversight and other matters" in the report
	3-2②	•		<ul style="list-style-type: none"> • "(1) Framework for Management Oversight and Status of Implementation ⑤" in "2.Items Concerning Functions such as Execution of Duties, Audit and Supervision, Designation, and Remuneration Determination" in "II.Overview of Corporate Governance Structure in terms of the Organization of Management regarding Managerial Decision-making, Execution of Duty, Oversight and other matters" in the report
Section 4 Responsibilities of the Board	4-1. Roles and Responsibilities of the Board (1)	•		<ul style="list-style-type: none"> • AGC Group Corporate Governance Basic Policy : "Article 13 (Approach to the Corporate Governance Framework)" and "Article 14 (Roles and Responsibilities of the Board)" in "Chapter 5 Corporate Governance Structure"
	4-1①	•		<ul style="list-style-type: none"> • AGC Group Corporate Governance Basic Policy : "Article 13 (Approach to the Corporate Governance Framework)" and "Article 14 (Roles and Responsibilities of the Board)" in "Chapter 5 Corporate Governance Structure"
	4-1②	•		<ul style="list-style-type: none"> • "Principle 3.1 Enhancing information disclosure, Supplementary Principle 5.2.1 Disclosure of management strategy, etc. (III)" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report
	4-1③	•		<ul style="list-style-type: none"> • "(1) Nominating Committee" in "II.Overview of Corporate Governance Structure in terms of the Organization of Management regarding Managerial Decision-making, Execution of Duty, Oversight and other matters" in the report
	4-2. Roles and Responsibilities of the Board (2)	•		<ul style="list-style-type: none"> • AGC Group Corporate Governance Basic Policy : "Article 13 (Approach to the Corporate Governance Framework)" and "Article 14 (Roles and Responsibilities of the Board)" in "Chapter 5 Corporate Governance Structure"
	4-2①	•		<ul style="list-style-type: none"> • "1.Items Concerning Institutional Structure, Organizational Operation, etc." in "II.Overview of Corporate Governance Structure in terms of the Organization of Management regarding Managerial Decision-making, Execution of Duty, Oversight and other matters" in the report
	4-2②	•		<ul style="list-style-type: none"> • "Supplementary Principle 3.1.3 Sustainability Initiatives, etc." in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report • "Principle 3.1 Enhancing information disclosure, Supplementary Principle 5.2.1 Disclosure of management strategy, etc. (III)" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report

<p>4-3. Roles and Responsibilities of the Board (3)</p>	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • "II.Overview of Corporate Governance Structure in terms of the Organization of Management regarding Managerial Decision-making, Execution of Duty, Oversight and other matters" in "(2)Compensation Committee" in the report • "2.Other Items Concerning Corporate Governance System, etc." in "V. Other" in the report • "5.Other Special Circumstances that may have a Material Impact on Corporate Governance" in "I.Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information" in the report • "Principle 1.7 Related Party Transactions" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report • AGC Group Corporate Governance Basic Policy : "Article 6 (Prevention of Transactions Detrimental to Shareholders' Interests)" 	
	<p>4-3①</p>	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • "Principle 3.1 Enhancing information disclosure, Supplementary Principle 5.2.1 Disclosure of management strategy, etc." in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report
	<p>4-3②</p>	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • AGC Group Corporate Governance Basic Policy : "Article 23 (Determination of Director Candidates, the President and CEO, and Executive Officers) 3" in "Chapter 5 Corporate Governance Structure"
	<p>4-3③</p>	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • AGC Group Corporate Governance Basic Policy : "Article 23 (Determination of Director Candidates, the President and CEO, and Executive Officers) 5" in "Chapter 5 Corporate Governance Structure"
	<p>4-3④</p>	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • "IV.Basic Policy Concerning Internal Control System and Overview of their Implementation" in the report • AGC Group Corporate Governance Basic Policy : "Article 27 (Internal Control System)" in "Chapter 3 Corporate Governance Structure"
<p>4-4. Roles and Responsibilities of Audit & Supervisory Board Members and the Audit & Supervisory Board</p>	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • AGC Group Corporate Governance Basic Policy : "Article 26 (Audit & Supervisory Committee and Audit & Supervisory Committee Members))" in "Chapter 5 Corporate Governance Structure" • "1.Oversight structure and implementation of measures (3)" in "2.Items Concerning Functions such as Execution of Duties, Audit and Supervision, Designation, and Remuneration Determination" in "II.Overview of Corporate Governance Structure in terms of the Organization of Management regarding Managerial Decision-making, Execution of Duty, Oversight and other matters" in the report 	
	<p>4-4①</p>	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • AGC Group Corporate Governance Basic Policy : "Article 26 (Audit & Supervisory Committee and Audit & Supervisory Committee Members))" in "Chapter 5 Corporate Governance Structure" • "1.Oversight structure and implementation of measures (3)" in "2.Items Concerning Functions such as Execution of Duties, Audit and Supervision, Designation, and Remuneration Determination" in "II.Overview of Corporate Governance Structure in terms of the Organization of Management regarding Managerial Decision-making, Execution of Duty, Oversight and other matters" in the report

4-5. Roles and Responsibilities of Directors and Audit & Supervisory Board	•		<ul style="list-style-type: none"> AGC Group Corporate Governance Basic Policy : "Article 19(Directors)" and "Article 13 (Audit & Supervisory Committee and Audit & Supervisory Committee Members))" in "Chapter 5 Corporate Governance Structure"
4-6. Business Execution and Oversight of the Management	•		<ul style="list-style-type: none"> AGC Group Corporate Governance Basic Policy : "Article 15 (Board Composition) " and "Article 16 (Operation of the Board) " in "Chapter 5 Corporate Governance Structure"
4-7. Roles and Responsibilities of Independent Directors	•		<ul style="list-style-type: none"> "Relation with the Company (2)" in "1.Items Concerning Institutional Structure, Organizational Operation, etc." in "II.Overview of Corporate Governance Structure in terms of the Organization of Management regarding Managerial Decision-making, Execution of Duty, Oversight and other matters" in the report AGC Group Corporate Governance Basic Policy : "Article 15 (Board Composition) ", "Article 16 (Operation of the Board) " and "Article 20 (Independent Directors) " in "Chapter 5 Corporate Governance Structure"
4-8. Effective Use of Independent Directors	•		<ul style="list-style-type: none"> "Principle 4.8 Effective Use of Independent Outside Directors" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report AGC Group Corporate Governance Basic Policy : "Article 15 (Board Composition) " in "Chapter 5 Corporate Governance Structure"
	4-8①	•	<ul style="list-style-type: none"> AGC Group Corporate Governance Basic Policy : "Article 20 (Independent Directors) " in "Chapter 5 Corporate Governance Structure"
	4-8②	•	<ul style="list-style-type: none"> "Principle 4.8 Effective Use of Independent Outside Directors" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report AGC Group Corporate Governance Basic Policy : "Article 15 (Board Composition) ", "Article 16 (Operation of the Board) " and "Article 20 (Independent Directors) " in "Chapter 5 Corporate Governance Structure"
	4-8③	•	<ul style="list-style-type: none"> "Principle 4.8 Effective Use of Independent Outside Directors" and "Supplementary Principle 4.10. Utilization of optional committees" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report AGC Group Corporate Governance Basic Policy : "Article 15 (Board Composition) ", "Article 16 (Operation of the Board) ", "Article 20 (Independent Directors) ", "Article 22 (Nominating Committee) " and "Article 24 (Compensation Committee) " in "Chapter 5 Corporate Governance Structure"
4-9. Independence Standards and Qualifications for Independent Directors	•		<ul style="list-style-type: none"> "Principle 4.9 Independence Standards for Independent Directors" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report
4-10. Utilization of optional committees	•		<ul style="list-style-type: none"> AGC Group Corporate Governance Basic Policy : "Article 13 (Approach to the Corporate Governance Framework)" in "Chapter 5 Corporate Governance Structure"

	4-10①	•	<ul style="list-style-type: none"> • "Principle 4.8 Effective Use of Independent Outside Directors" and "Supplementary Principle 4.10. Utilization of optional committees" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report • AGC Group Corporate Governance Basic Policy : "Article 15 (Board Composition) ", "Article 16 (Operation of the Board) ", "Article 20 (Independent Directors) ", "Article 22 (Nominating Committee) " and "Article 24 (Compensation Committee) "in "Chapter 5 Corporate Governance Structure"
4-11. Preconditions for Board and Audit & Supervisory Board Effectiveness		•	<ul style="list-style-type: none"> • AGC Group Corporate Governance Basic Policy : "Article 15 (Board Composition)" and "Article 23 (Determination of Director Candidates, the President and CEO, and Executive Officers)" in "Chapter 5 Corporate Governance Structure"
	4-11①	•	<ul style="list-style-type: none"> • "Supplementary Principle 4.11.1 View on the constitution, diversity and size of the Board of Directors" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report
	4-11②	•	<ul style="list-style-type: none"> • "Supplementary Principle 4.11.2 Directors' concurrent positions" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report
	4-11③	•	<ul style="list-style-type: none"> • "Supplementary Principle 4.11.3 Overview of the results of the evaluation of effectiveness of Board of Directors " in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report
4-12. Active Board Deliberations		•	<ul style="list-style-type: none"> • AGC Group Corporate Governance Basic Policy : "Article 19 (Directors Directors)" in "Chapter 5 Corporate Governance Structure"
	4-12①	•	<ul style="list-style-type: none"> • " The Support System Provided for Independent Directors1" in "II.Overview of Corporate Governance Structure in terms of the Organization of Management regarding Managerial Decision-making, Execution of Duty, Oversight and other matters" in the report • AGC Group Corporate Governance Basic Policy : "Article 16(Operation of the Board)" in "Chapter 5 Corporate Governance Structure"
4-13. Active Board Deliberations		•	<ul style="list-style-type: none"> • AGC Group Corporate Governance Basic Policy : "Article 16 (Operation of the Board)" in "Chapter 5 Corporate Governance Structure"
	4-13①	•	<ul style="list-style-type: none"> • "The Support System Provided for Outside Directors and Outside Audit & Supervisory Board members" in "1.Items Concerning Institutional Structure, Organizational Operation, etc." in "II.Overview of Corporate Governance Structure in terms of the Organization of Management regarding Managerial Decision-making, Execution of Duty, Oversight and other matters" in the report • "1.Basic policy about the internal control system ⑥ " in "IV.Basic Policy Concerning Internal Control System and Overview of their Implementation"
	4-13②	•	The Company complies the code.

		4-13③	•	<ul style="list-style-type: none"> • "1.Oversight structure and implementation of measures" in "2.Items Concerning Functions such as Execution of Duties, Audit and Supervision, Designation, and Remuneration Determination" in "II.Overview of Corporate Governance Structure in terms of the Organization of Management regarding Managerial Decision-making, Execution of Duty, Oversight and other matters" in the report • "1.Basic policy about the internal control system (1),(5)" in "IV.Basic Policy Concerning Internal Control System and Overview of their Implementation"
	4-14. Director and Audit & Supervisory Board Members Training		•	<ul style="list-style-type: none"> • Supplementary Principle 4.14 Training policy for Directors " in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report • AGC Group Corporate Governance Basic Policy : "Article 17 (Provision of Information to Directors)" in "Chapter 5 Corporate Governance Structure"
		4-14①	•	<ul style="list-style-type: none"> • Supplementary Principle 4.14 Training policy for Directors " in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report • AGC Group Corporate Governance Basic Policy : "Article 17 (Provision of Information to Directors)" in "Chapter 5 Corporate Governance Structure"
		4-14②	•	<ul style="list-style-type: none"> • Supplementary Principle 4.14 Training policy for Directors " in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report • AGC Group Corporate Governance Basic Policy : "Article 17 (Provision of Information to Directors)" in "Chapter 5 Corporate Governance Structure"
Section 5 Dialogue with Shareholders	5-1. Policy regarding constructive dialogue with shareholders		•	• "Principle 5.1 Policy on Dialogue with Shareholders" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report
		5-1①	•	• "Principle 5.1 Policy on Dialogue with Shareholders 1)" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report
		5-1②	•	• "Principle 5.1 Policy on Dialogue with Shareholders 2),3),5),6)" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report
		5-1③	•	• "Principle 5.1 Policy on Dialogue with Shareholders 4)" in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report
	5-2. Formulate and Publish Management Strategy and Plan		•	• New Medium-term Management Plan AGC plus-2026 : https://www.agc.com/en/ir/library/bizbriefing/pdf/agcplus_2026e.pdf
		5-2①	•	• "Principle 3.1 Enhancing information disclosure, Supplementary Principle 5.2.1 Disclosure of management strategy, etc." in 【Disclosure Based on the Principles of the Corporate Governance Code】 in the report