November 5, 2026

Corporate Name: AGC Inc.
President & CEO: Yoshinori Hirai
(Code Number: 5201; TSE Prime section)
Contact: Kazumi Tamaki, Executive Officer, General Manager,
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Organizational Reform and Changes in the Executive Officers

Following the approval at the meeting of the Board of Directors held today, AGC (the company) hereby announces the following changes in the assignments of Executive Officers, as well as organizational reform and other personnel changes.

1. Organizational reform that will be made as of January 1, 2027

(1) Establishment of CHRO and CDO Positions

To further strengthen human capital management at the Group level and advance AI and digital strategies, which are key pillars for enhancing corporate competitiveness, AGC will establish the positions of Chief Human Resources Officer (CHRO) and Chief Digital Officer (CDO).

- The CHRO will further accelerate initiatives to develop human resources and build a strong organization, as well as to foster a strong and positive corporate culture, with the aim of building an AGC Group in which the Company and its employees grow together.
- The CDO will strengthen initiatives related to the use of AI and data-driven management, with the aim of improving productivity across the AGC Group and enhancing the competitiveness of its businesses.

(2) Reorganization of the Technology General Division

To respond to rapid changes in the market and technological advances, as well as increasingly sophisticated and complex customer needs, the Technology General Division will be reorganized to enhance capabilities for creating materials and new products.

- The Materials Integration Laboratories and Innovative Technology Laboratories will be dissolved, and the Materials & Process Innovation Laboratories and Functional Integration Laboratories will be newly established.

2. Changes in the assignment of an Executive Officer (Made as of January 1, 2027)

[New Position]	[Name]	[Current Position]
President CEO	Tadashi Murano	[Senior Executive Officer President of Life Science Company]
Senior Executive Vice President CTO GM of Technology General Div.	Hideyuki Kurata	[Executive Vice President CTO GM of Technology General Div.]
Executive Vice President Assistant to CEO	Nobuyuki Suzuki	[Executive Vice President President of Electronics Company]
Executive Vice President CHRO	Junichi Kobayashi	[Senior Executive Officer GM of Human Resources Div.]
Senior Executive Officer Assistant to CEO	Tatsuo Momii	[Senior Executive Officer President of Chemicals Company]
Senior Executive Officer President of Life Science Company	Hiroaki Sano	[Senior Executive Officer GM of Corporate Planning General Div.]

Senior Executive Officer President of Electronics Company	Mitsuru Furuta	[Executive Officer GM of Display Glass General Div., Electronics Company]
Senior Executive Officer GM of Corporate Planning General Div.	Itsuo Mochizuki	[Executive Officer GM of Strategy & Planning Div., Corporate Planning General Div.]
Senior Executive Officer President of Chemicals Company	Tomotaka Yoshikawa	[Executive Officer GM of Integrated Chemicals General Div., Chemicals Company]
Executive Officer GM of Technology Office, Automotive Company	Jean-Marc Meunier	[Executive Officer Regional President for Europe, GM of Technology Office, Automotive Company]
Executive Officer GM of Materials & Process Innovation Laboratories, Technology General Div.	Shunsuke Yokotsuka	[Executive Officer GM of Materials Integration Laboratories, Technology General Div.]
Executive Officer CDO GM of Digital & Innovation Management Div.	Seigo Iwakura	[Executive Officer GM of Digital & Innovation Management Div.]
Executive Officer President of AGC Vinythai Public Co., Ltd.	Yoshihisa Horibe	[Executive Officer GM of Essential Chemicals-SEA General Div., Chemicals Company President of AGC Vinythai Public Co., Ltd.]
Executive Officer GM of Functional Integration Laboratories, Technology General Div.	Yuriko Kaida	[Executive Officer GM of Innovative Technology Laboratories, Technology General Div.]
Executive Officer GM of Human Resources Div.	Utsugi Yuyama	[Executive Officer Chief Representative of AGC Group for China]

The following person will be newly appointed as Executive Officer:

[New Position]	[Name]	[Current Position]
Executive Officer GM of Strategy & Planning Div., Corporate Planning General Div.	Kazuo Ninomiya	[Assistant to GM of Corporate Planning General Div.]
Executive Officer GM of Integrated Chemicals General Div., Chemicals Company	Hidenaga Takashiba	[Deputy GM of Integrated Chemicals General Div., Chemicals Company]
Executive Officer GM of Essential Chemicals-SEA General Div., Chemicals Company	Takushi Kurasawa	[GM of Production Technology Management General Div., Chemicals Company]
Executive Officer GM of Strategy & Planning Office, GM of Mobility General Div., Automotive Company	Hiroshi Muraoka	[GM of Strategy & Planning Office, GM of Mobility General Div., Automotive Company]
Executive Officer GM of Procurement & Logistics Div.	Junya Sone	[GM of Procurement & Logistics Div.]
Executive Officer GM of Display Glass General Div., Electronics Company	Yasundo Ariga	[Senior Manager, Production Control Div., Production Management Div., Display Glass General Div. Electronics Company]

3. Other changes in personnel that will be made as of January 1, 2027

[New Position]	[Name]	[Current Position]
Regional President for Europe, Automotive Company	Michel Spina	[OEM General Manager, Europe General Div., Automotive Company]
GM of Research & Development General Div., Chemicals Company	Yasuhiro Suzuki	[Director of Process Development Div., Research & Development General Div., Chemicals Company]
GM of Production Technology Management General Div., Chemicals Company	Nobuyasu Murahashi	[Plant Manager of Chiba Plant]

(Abbreviation) "GM": General Manager

<Reference>
Executive Officers after the Changes (39 persons)

President

	Tadashi Murano	(CEO)

Senior Executive Vice President

	Hideyuki Kurata	(CTO) (GM of Technology General Div.)

Executive Vice Presidents

	Nobuyuki Suzuki	(Assistant to CEO)
	Yoshio Takegawa	(CFO)
	Junichi Kobayashi	(CHRO)

Senior Executive Officers

	Davide Cappellino	(President of Architectural Glass Europe & Americas Company)
	Shinya Mine	(GM of EHSQ General Div.) (GM of AGC Yokohama Technical Center)
	Tatsuo Momii	(Assistant to CEO)
	Hiroaki Sano	(President of Life Science Company)
	Hiroyuki Ohtani	(President of Automotive Company)
	Shigeki Yoshiba	(President of Architectural Glass Asia Pacific Company)
	Mitsuru Furuta	(President of Electronics Company)
	Itsuo Mochizuki	(GM of Corporate Planning General Div.)
	Tomotaka Yoshikawa	(President of Chemicals Company)

Executive Officers

	Jean-Marc Meunier	(GM of Technology Office, Automotive Company)
	Masaru Ota	(President of AGC Ceramics Co., Ltd)
	Takashi Narushima	(GM of Global OEM Management Office, Automotive Company)
	Shunsuke Yokotsuka	(GM of Materials & Process Innovation Laboratories, Technology General Div.)
	Seigo Iwakura	(CDO) (GM of Digital & Innovation Management Div.)
	Yoshihisa Horibe	(President of AGC Vinythai Public Co., Ltd.)
	Yuriko Kaida	(GM of Functional Integration Laboratories, Technology General Div.)
	Hiroshi Wakatsuki	(GM of Business Development Div.)
	Jiro Nishino	(Assistant to President of Chemicals Company)

	Kazumi Tamaki	(GM of Corporate Communications & Investor Relations)
	Isao Naruge	(GM of Production Technology Div., Technology General Div.)
	Eddy Sutanto	(President Director of P.T. Asahimas Chemical)
	Utsugi Yuyama	(GM of Human Resources Div.)
	Takashi Kubo	(GM of Electronic Materials General Div., Electronics Company)
	Tomoyuki Shiokawa	(GM of Finance & Control Div.)
	Yuki Ihara	(GM of Sustainability Div., Corporate Planning General Div.)
	Masayuki Matsuyama	(GM of Legal Div.) (CCO)
	Natsuyuki Ohnishi	(Regional President for Asia, Automotive Company)
	Chikako Ogawa	(GM of Internal Audit Div.)
	Kazuo Ninomiya	(GM of Strategy & Planning Div., Corporate Planning General Div.)
	Hidenaga Takashiba	(GM of Integrated Chemicals General Div., Chemicals Company)
	Takushi Kurasawa	(GM of Essential Chemicals-SEA General Div., Chemicals Company)
	Hiroshi Muraoka	(GM of Strategy & Planning Office, GM of Mobility General Div., Automotive Company)
	Junya Sone	(GM of Procurement & Logistics Div.)
	Yasundo Ariga	(GM of Display Glass General Div., Electronics Company)