

December 9, 2025

Corporate Name: AGC Inc.
President & CEO: Yoshinori Hirai
(Code Number: 5201; TSE Prime section)
Contact: Kazumi Tamaki, Executive Officer, General Manager,
Corporate Communications & Investor Relations
(Tel: +81-3-3218-5603)

Changes in the Board of Directors, Audit & Supervisory Board and Executive Officers

Following the recommendation of the Nominating Committee, and approval at the meeting of the Board of Directors held today, AGC Inc. (the Company) hereby announces the following changes in the members of the Board of Directors, Audit & Supervisory Board and Executive Officers as described below.

The change of the Board of Directors will be made subject to approval at the Ordinary General Meeting of Shareholders to be held in late March 2026.

As announced today in the “Notice Regarding Transition to a Company with Audit and Supervisory Committee,” the Company plans to transition to a company with Audit and Supervisory Committee, following the approval at the same Ordinary General Meeting of Shareholders.

1. Changes in the Board of Directors (effective as of March 27, 2026):

(1) Candidate for newly appointed Directors:

[New Position]	[Name]	[Current Position]
Representative Director	Yoshio Takegawa	Senior Executive Officer
Executive Vice President, CFO		President of Automotive Company [Position effective on January 1, 2026] Executive Vice President, CFO
Director	Yuri Okina	Specially Appointed Professor, Hitotsubashi University Graduate School of Social Data Science
Director (Audit & Supervisory Committee Member, on a full-time basis)	Isamu Kawashima	Audit & Supervisory Board Member (On a full-time basis)
Director (Audit & Supervisory Committee Member, on a full-time basis)	Naoko Araki	Audit & Supervisory Board Member (On a full-time basis)
Director (Audit & Supervisory Committee Member)	Haruka Matsuyama	Audit & Supervisory Board Member
Director (Audit & Supervisory Committee Member)	Kumiko Baba	Corporate Advisor, JFE Engineering Corporation

(2) Resigning Directors:

[Name]	[Current Position]
Takuya Shimamura	Chairman [Post-resignation Position] AGC's Senior Fellow
Shinji Miyaji	Representative Director Senior Executive Vice President, CFO, CCO [Position effective on January 1, 2026] Representative Director Senior Executive Vice President, Assistant to CEO
Hiroyuki Yanagi	Director
Keiko Honda	Director

2. Changes in the Audit & Supervisory Board (effective as of March 27, 2026):

Resigning Audit & Supervisory Board Member:

[Name]	[Current Position]
Isamu Kawashima (†)	Audit & Supervisory Board Member (on a full-time basis)
Naoko Araki (†)	Audit & Supervisory Board Member (on a full-time basis)
Tatsuro Ishizuka	Audit & Supervisory Board Member
Haruka Matsuyama (†)	Audit & Supervisory Board Member

(†) In conjunction with the transition to a Company with Audit & Supervisory Committee, they are expected to be appointed as Directors who are Audit & Supervisory Committee Members.

3. Change in Executive Officer (effective as of March 27, 2026):

Resigning Executive Officer:

[Name]	
Shinji Miyaji	[Current Position] Representative Director Senior Executive Vice President, CFO, CCO [Position effective on January 1, 2026] Representative Director Senior Executive Vice President, Assistant to CEO
Atsushi Ichikawa	[Current Position] Senior Vice President of Architectural Glass Europe & Americas Company [Position effective on January 1, 2026] Executive Officer, Assistant to CTO [Post-resignation Position] AGC's Executive Fellow

[Reference]

Members of the Board of Directors and Executive Officers after the changes

1. Board of Directors: 10 persons (*) Representative Director, (**) Independent Director

Yoshinori Hirai(*)	President & CEO
Hideyuki Kurata(*)	Executive Vice President, CTO
Yoshio Takegawa(*)	Executive Vice President, CFO
Koji Arima (**)	Chairman of the Board of Directors
Isao Teshirogi (**)	
Yuri Okina(**)	
Isamu Kawashima(**)	Audit & Supervisory Committee Member (on a full-time basis)
Naoko Araki	Audit & Supervisory Committee Member (on a full-time basis)
Haruka Matsuyama(**)	Audit & Supervisory Committee Member
Kumiko Baba(**)	Audit & Supervisory Committee Member

Members of Nominating Committee and Compensation Committee are as described below.

	Members
Nominating Committee	Isao Teshirogi, Koji Arima, Yuri Okina, Yoshinori Hirai
Compensation Committee	Isao Teshirogi, Koji Arima, Yuri Okina, Yoshinori Hirai

2. Executive Officers; 34 persons

President

Yoshinori Hirai (CEO)

Executive Vice Presidents

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

Nobuyuki Suzuki (President of Electronics Company)

Yoshio Takegawa (CFO)

Senior Executive Officers

Junichi Kobayashi (GM of Human Resources Div.)

Tadashi Murano (President of Life Science Company)

Davide Cappellino (President of Architectural Glass Europe & Americas Company)

Shinya Mine (GM of EHSQ General Div.) (GM of AGC Yokohama Technical Center)

Tatsuo Momii (President of Chemicals Company)

(GM of Business Foundation General Div., Chemicals Company)

Hiroaki Sano (GM of Corporate Planning General Div.)

Hiroyuki Ohtani (President of Automotive Company)

Shigeki Yoshida (President of Architectural Glass Asia Pacific Company)

Executive Officers

Jean-Marc Meunier (Regional President for Europe, Automotive Company)

(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 Integration Laboratories, Technology General Div.)
Seigo Iwakura	(GM of Digital & Innovation Management Div.)
Yoshihisa Horibe	(GM of Essential Chemicals-SEA General Div., Chemicals Company) (President of AGC Vinythai Public Co., Ltd.)
Mitsuru Furuta	(GM of Display Glass General Div., Electronics Company)
Yuriko Kaida	(GM of Innovative Technology Laboratories, Technology General Div.)
Hiroshi Wakatsuki	(GM of Business Development Div.)
Jiro Nishino	(GM of Research & Development General Div., 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	(Chief Representative of AGC Group for China)
Takashi Kubo	(GM of Electronic Materials General Div., Electronics Company)
Itsuo Mochizuki	(GM of Strategy & Planning Div., Corporate Planning General Div.)
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)
Tomotaka Yoshikawa	(GM of Integrated Chemicals General Div., Chemicals Company)
Chikako Ogawa	(GM of Internal Audit Div.)

(Abbreviation) “GM”: General Manager