



AGE Chairman & Executive CEO Interview

MARCO MORENO

1. AGE group is growing quickly and now more than ever is being considered a relevant partner of choice for the automotive glass repair and replacement industry by international insurance, fleet, and leasing companies.

As the CEO, where do you see AGE in 5 years, and how is AGE preparing for that future?

In 5 years from now, I clearly see AGE as a global presence in the automotive glass industry with an extended footprint across the five continents. We aim to be the international automotive glass provider of choice for insurance, leasing companies, rent-a-car, fleets, and end-use customers, as well as a reliable partner for key suppliers. We'd also like to be at the forefront of new service standards based on new technologies and innovations.

To prepare for this future, we are continuously exploring new countries to expand to as well looking at ways to better service our customers. We have for example recently introduced artificial intelligence in the business, developed a market best practice guide, and instilled sustainability commitments.

2. What were the biggest challenges when you entered AGE, and what are the challenges you think AGE will have to face shortly?

When I entered AGE the biggest challenge was getting the attention and engagement of all members on the new strategy of positioning AGE as a global market player with a direct role in commercial activities, supply chains, suppliers, process efficiency, digitalization, innovation, and sustainability.

Now, the challenges are different, I would even split it into two different ones, one that is affecting the whole industry and another one directly affecting AGE.

The first one is the current, complex global scenario which is leading to increased inflation and in turn potential difficulties in the automotive glass supply chain.

With respect to the second one I would highlight our ambitious global expansion strategy, and the strong commitment assumed as a group on sustainability.

3. What is AGE's DNA? What does it have that is different from current competition?



About Marco Moreno

Marco Moreno has more than 30 years of experience in the automotive and architectural glass industry.

In 1986, together with his parents, Moreno ran his first automotive glass fitting business in Madrid until 1998 when their family business was sold to the multinational glass producer Guardian Industries.

From 1998 to 2017 Moreno worked at Guardian in different roles including: General Manager, Sales & Marketing Manager, and Country Manager of different business units. This experience provided him with the opportunity to learn and gain experience throughout the glass supply chain business – manufacturing, distribution and retail.

During his time at Guardian he also had the opportunity as Managing Director to lead Guardian Glass Service, a service company specializing in architectural glass (B2B and B2C).

Currently, Moreno is the CEO and Chairman of Automotive Glass Europe (AGE) and serves as part of Ralarsa's board. Ralarsa is the AGE member in Spain and a subsidiary of Cary Group.

AGE DNA is defined through our capacity for adaptability locally and globally and being committed to finding win-win solutions for our key stakeholders.

This is underpinned by our strong, independent spirit as well as our influence on industry through our shared knowledge which creates best practice among members.

4. What is the biggest strength of the AGE group right now?

AGE members' engagement with our group strategy continues to grow – when a network pulls together towards a common goal, like our members are doing, there is strength of purpose. The current international, key customers and premium supplier agreements have also increased network confidence.

5. What is your goal for AGE and how far is AGE from reaching it?

My goal for AGE was to be a relevant contributor to the automotive glass market reference. By, working as one, stakeholders already consider us as a key reference point, but we have much more work to do to be top of mind.

6. Car industry is constantly evolving. How can AGE adapt and benefit from this change?

Evolution is always an opportunity and we are constantly adapting to new technologies as part of our core business. This drives our commitment to innovation, developing digital competencies within our teams and improving our process efficiency through new digital solutions and tools adapted to our business activity.

This evolution impacts not only the automotive industry but also how society sees our business. In this respect, we have reinforced our commitment to reduce our environmental impact to ensure a sustainable planet for all.

7. How does AGE support sustainability?

AGE, together with its members, have aligned and committed to become climate neutral by 2025.

To achieve this important goal, AGE is working to set the process and base standards to be followed and implemented country by country. We count on the support, knowledge and experience of key AGE members who are a step ahead in this field to make this goal a reality.

8. What can AGE partners and members expect from AGE in the future?

AGE has been able to create tangible value through its new international agreements with key customers and suppliers; best practices and market knowledge; new protocols like the Code of Conduct, Workplace Health & Safety, and Environmental Policies; global service SLAs; AGE International job platform. plus the current global position of AGE Group as key market player.

In the long term, our partners and members can expect AGE to continue to grow from strength to strength in terms of brand, worldwide presence, continued business acceleration through key partnerships, digitalization and integration, and sustainability. Our commitment to employee development will also continue with international recruitment and training support. In addition, the group dimension will unfold – more information about this important step for AGE in the coming months.

We are all working together to create change! AGE, true automotive glass experts.