Corning Incorporated Overview

**Founded:**
1851

**Headquarters:**
Corning, New York

**Employees:**
Approximately 25,000 worldwide

**2007 Revenues:**
$5.86 Billion with $2.26B income

**Fortune 500**

Corning is the world leader in specialty glass and ceramics. Create enabling technologies for different industries. Company’s growth is through its investment in R&D (10% revenue)
## Corning Market Segments and Additional Operations

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<td>Samsung Corning Precision Glass Company, LTD (SCP)</td>
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A Culture of Innovation

Glass envelope for Thomas Edison’s light bulb

Dow Corning silicones

Glass ceramics

Ceramic substrates for automotive catalytic converters

High-throughput label-free screening platform for drug discovery


Heat-resistant Pyrex® glass

Processes for mass producing the television bulb

Fusion draw process

First low-loss optical fiber

AMLCD glass for computers and large screen TVs

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Corning’s Innovation Recipe

Create

- Deep understanding of a specific technology

Identify

- Identification of customers’ difficult systems problems

Demanding Requirements

Material + Process

Unique Keystone Component:
A component that is a system enabler

Strategic Control:
- Uniqueness
- Intellectual Property
- Specialized Capital Investment

Incubate
Pollution control technologies - past, today, tomorrow and beyond

- 1970’s substrate for three way catalyst
- 1989 SCR catalyst
- 2005 diesel filter
- Hg removal
- CO$_2$ solution?
Corning is interested in difficult material problems for energy and environment issues

- PV and other solar energy applications
- Coal combustion
  - post-combustion control
  - efficiency improvement such as high temperature materials for supercritical combustion
  - new combustion technologies such as oxy-fuel and IGCC
- Green building
  - Sun light utilization
  - Smart window
- Automobile: TE, emission control,…
- Others

- Challenges and questions to Corning:
  - Is the material a critical problem?
  - Is it a good market for Corning to play?
  - Can we come up with a unique solution with competitive advantages?