

› **LIXIL GROUP PROFILE
2020–21**



➤ Making better homes a reality for everyone, everywhere



A better home is made up of surprisingly simple things – baths to escape in after a long day, kitchens that unleash creativity; toilets that provide cleanliness and comfort, doors and windows that connect you with the world outside, and interiors and exteriors that bring spaces to life.

True to our core, LIXIL makes better homes possible with pioneering water and housing products. We are proud that our products touch the lives of more than a billion people every day but believe we have the potential to do so much more.

Business overview

Company Name: LIXIL Group Corporation
Established: September 19, 1949
Representative: Kinya Seto
Director, Representative Executive Officer and President, CEO
Registered Office: 2-1-1 Ojima, Koto-ku, Tokyo 136-8535, Japan
Paid-in Capital: ¥68.4 billion*
Fiscal Year Closing: March 31
Employees: 71,044 (Consolidated basis)*
Shares Outstanding: 313,319,159*

*As of March 2020

LIXIL CORE

Our corporate philosophy defines what we set out to do in the world.

The Group's superior products and services contribute to improving people's comfort and lifestyles.



Kinya Seto
Director, Representative Executive
Officer and President, CEO
LIXIL Group Corporation

Emerging Stronger: Turning the Waves of Change into Opportunities

At LIXIL, our corporate purpose is to make better homes a reality for everyone, everywhere. We cater to the wide range of lifestyles and needs of people around the world through products that pair cutting-edge technology with meaningful designs, and through industry-leading brands such as INAX, GROHE, American Standard and TOSTEM. Together with more than 70,000 colleagues¹ in over 150 countries, we are proud to make products that touch the lives of over a billion people every day.

The COVID-19 global pandemic is having a profound impact on the world. In the midst of quickly changing norms, LIXIL is playing a frontline role in supporting the health and changing lifestyles of people. I believe delivering on our purpose with products and solutions that support this new normal will enable us to make a difference for all of our stakeholders.

¹ As of March 2020

Responding to the “New Normal”

In the “new normal,” people are spending more time at home. Demand for healthier and better-designed products is on the rise, and LIXIL is responding to these new needs. In Japan, we offer products that address the growing interest in hygiene and health. Our touchless faucets, for example, are operated with sensors, while our smart postal delivery boxes allow packages to be picked up and delivered without face-to-face interaction. In our international markets, we are combining our advanced technologies from Japan with designs and brands that appeal to the different lifestyles, tastes, and preferences of each region. Together with our global sales network and supply chain, I believe LIXIL is in a position to help redefine how people live, work and play, no matter where they are.

As a result of COVID-19, the steady march toward an internet-based world is now also a sprint. LIXIL embarked on a digital transformation journey prior to the pandemic, enabling employees to quickly transition to working from home. The use of technology has also changed how our people engage not just with each other but with all of our stakeholders. For example, our showrooms in Japan are offering online services that provide consumers with the same level of service as if they had visited a showroom. Design plans, mock-ups and cost estimates can all be generated virtually. Such changes have been received positively by our consumers, employees and business partners, which combined with our other digital initiatives, are redefining how we do business.

Reforming the company, empowering our people

Our ability to respond quickly to the changing world is thanks to our people. They are the heart of our enterprise. In turn, we support and empower them to create value and transform LIXIL into a more entrepreneurial and purpose-led organization that can achieve sustainable growth.

We have made organizational changes – large and small – that are turning LIXIL into a leaner, simpler and more agile organization. We have also focused LIXIL’s businesses around our core water and housing businesses in order to concentrate our resources to drive growth, and are now preparing to merge LIXIL Group Corporation and LIXIL Corporation in December 2020. We believe these measures will enhance our organizational agility, speed up decision-making and strengthen corporate governance, improving how we work.

We celebrate diversity and are creating a truly inclusive workplace in which our people can excel, regardless of their age, gender or

Through agility, we adapt to change, and through cutting-edge and innovative technology, we deliver value and comfort to homes around the world.

nationality. In Japan, we are promoting new ways of thinking in terms of working hours and work style. Employees are encouraged to adopt a work style that caters to their own career path and lifestyle. Worldwide, our internal social platform connects all our people and encourages open discussion, enabling faster innovation and greater engagement. I believe that building a corporate culture driven by meritocracy, while nurturing a work culture that embraces diversity, will make us more competitive and sustainable in the long term.

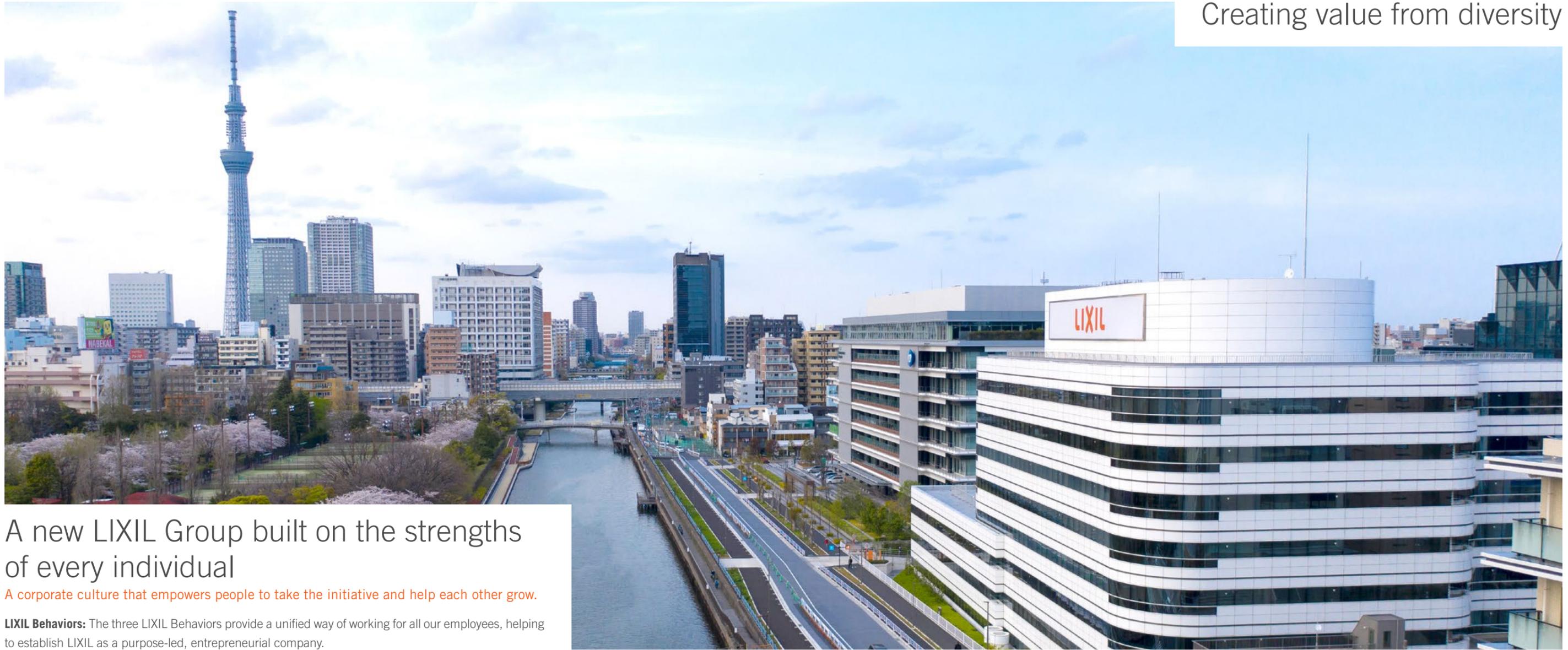
Tackling global social problems through innovation

I also believe that companies must contribute to society. Two billion people in the world still lack access to basic sanitation. Through our SATO social business, which provides safe and affordable toilet products and components to developing countries, we aim to improve sanitation and hygiene for 100 million people by 2025. SATO initiatives not only provide solutions but also contribute to developing local communities by establishing production and sales networks. So far, we have contributed to improving basic sanitation for 18.6 million people in 38 countries.

Leveraging the entrepreneurial strengths of SATO, we have recently also rolled out the SATO Tap, an innovative and affordable handwashing solution. While washing your hands thoroughly with soap helps prevent the spread of COVID-19 and other infectious diseases, many people in developing countries are not equipped to practice hand-hygiene. Our ability to develop, manufacture and deploy this product in response to this urgent need demonstrates what LIXIL can do for all of its stakeholders.

With ESG playing a greater focus in what we do, we will contribute to society through our business activities, making best use of our technology and innovations. By doing so, I believe we will nurture a sense of pride among our employees, build trust within society, and boost our company’s competitive strength.

LIXIL will continue to evolve into a more entrepreneurial and purpose-driven organization that seizes opportunities for growth through differentiated products and services.



A new LIXIL Group built on the strengths of every individual

A corporate culture that empowers people to take the initiative and help each other grow.

LIXIL Behaviors: The three LIXIL Behaviors provide a unified way of working for all our employees, helping to establish LIXIL as a purpose-led, entrepreneurial company.

As a maker of pioneering water and housing products, we strive to help people live comfortably and healthily everywhere. With this purpose in mind, LIXIL employees are driving activities to help people, both inside and outside the company, prevent the spread of COVID-19.

DO THE RIGHT THING



Americas: LIXIL's engineering teams developed face shields to donate to medical associations and nursing facilities. They have now expanded their reach and donated approximately 52,000 shields¹ throughout the U.S., Canada and Mexico.



Vietnam: To prevent the spread of COVID-19, local teams installed hand-washing stations within five medical facilities in Hanoi city for medical staff and visitors.

WORK WITH RESPECT



From EMENA to worldwide: Employees show their appreciation to colleagues working on-site - from manufacturing to logistics and customer relations - through the "One LIXIL" internal Workplace² campaign.



Greater China: Employees from our global headquarters promptly provided face masks to colleagues in Greater China where the infection spread widely during the initial outbreak. Employees in China expressed their gratitude through Workplace².

EXPERIMENT AND LEARN



Japan: LIXIL showroom attendants combine digital tools with online consultation services run from showrooms throughout Japan, providing consumers with improved services and greater convenience.



Japan: To prevent 'splash' infections in cafeterias, meeting rooms, and information desks, materials normally used for shower doors have been utilized to create protective partitions.

New Global Headquarters: WING

In November 2019, we consolidated our global headquarter functions into one location: LIXIL's WING campus. Located in Tokyo, WING is where new ideas take flight and employees collaborate. By expanding both tangible and intangible aspects of the working environment, WING strives to promote active communication and improved productivity. The space is designed to encourage the development of new designs and technologies, as well as active communication across boundaries of departments and brands.

The new headquarters takes employees, the environment and the sustainability of the local community into consideration, and is well equipped to operate in the present 'new normal' business environment.



HIRAMEKI is an entire floor dedicated to encourage employees to explore working styles.



The Ideation Room is where employees exchange ideas and communicate with people both inside and outside the company. (Photos taken at SDGs workshops held in Dec. 2019)



The Alternative Toilet, a concept built around diversity, is a new type of restroom that allows users to choose from a variety of stalls depending on their preference.



Environmentally friendly curtain walls, developed by LIXIL's employees automatically open and close to keep people comfortable.

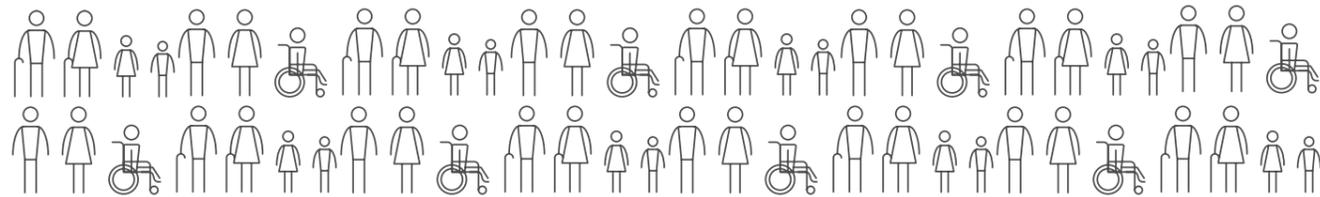
¹ As of September 2020
² Internal SNS on Facebook

About us

LIXIL makes products that improve how people live, from shower toilets to baths, kitchen systems, windows, doors, building exteriors and interior furnishings. Combined with our housing and building-related services, we are today meeting the demand for better homes in markets worldwide.

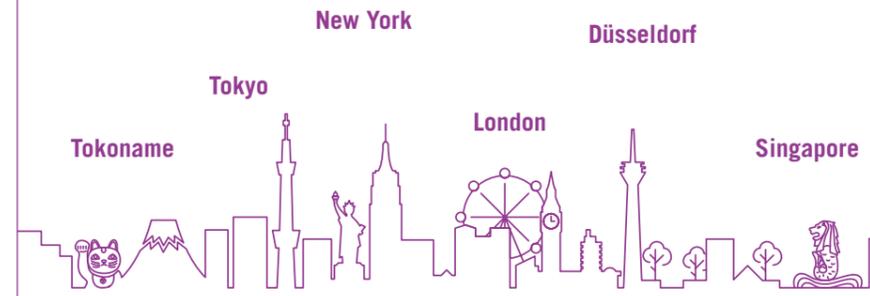
End users

Touching the lives of **over One billion**



Design centers

6 locations around the world



Brand portfolio

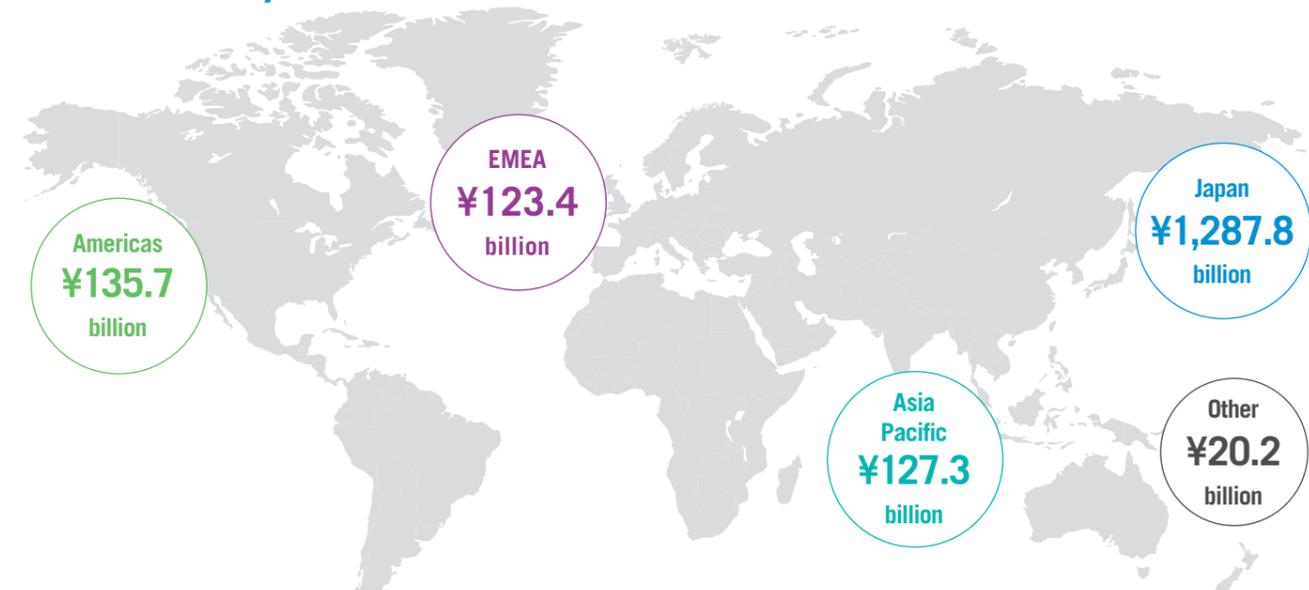


Number of product brands

16

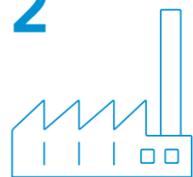
Revenue

¥1,694.4 billion



Factories

88 in **12** markets



Showrooms

130 in **18** markets



Employees

Over **70,000**



Patents/design rights owned



12,000+

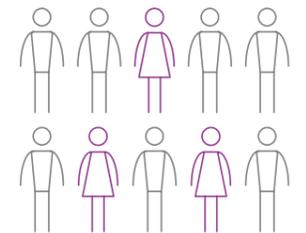
History



100+ years of history
1843 >>> 2021

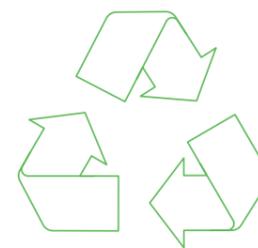
Ratio of annual female graduate recruits

30%+ for 7 consecutive years^{*1}



2020 **30.5%**

Waste recycling rate



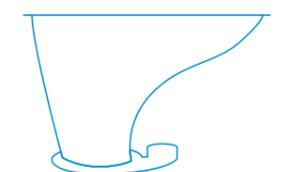
95%^{*2}

CO₂ reduction achieved through products/services



66,000,000 t-CO₂^{*3}

Solutions to global sanitation/hygiene issues

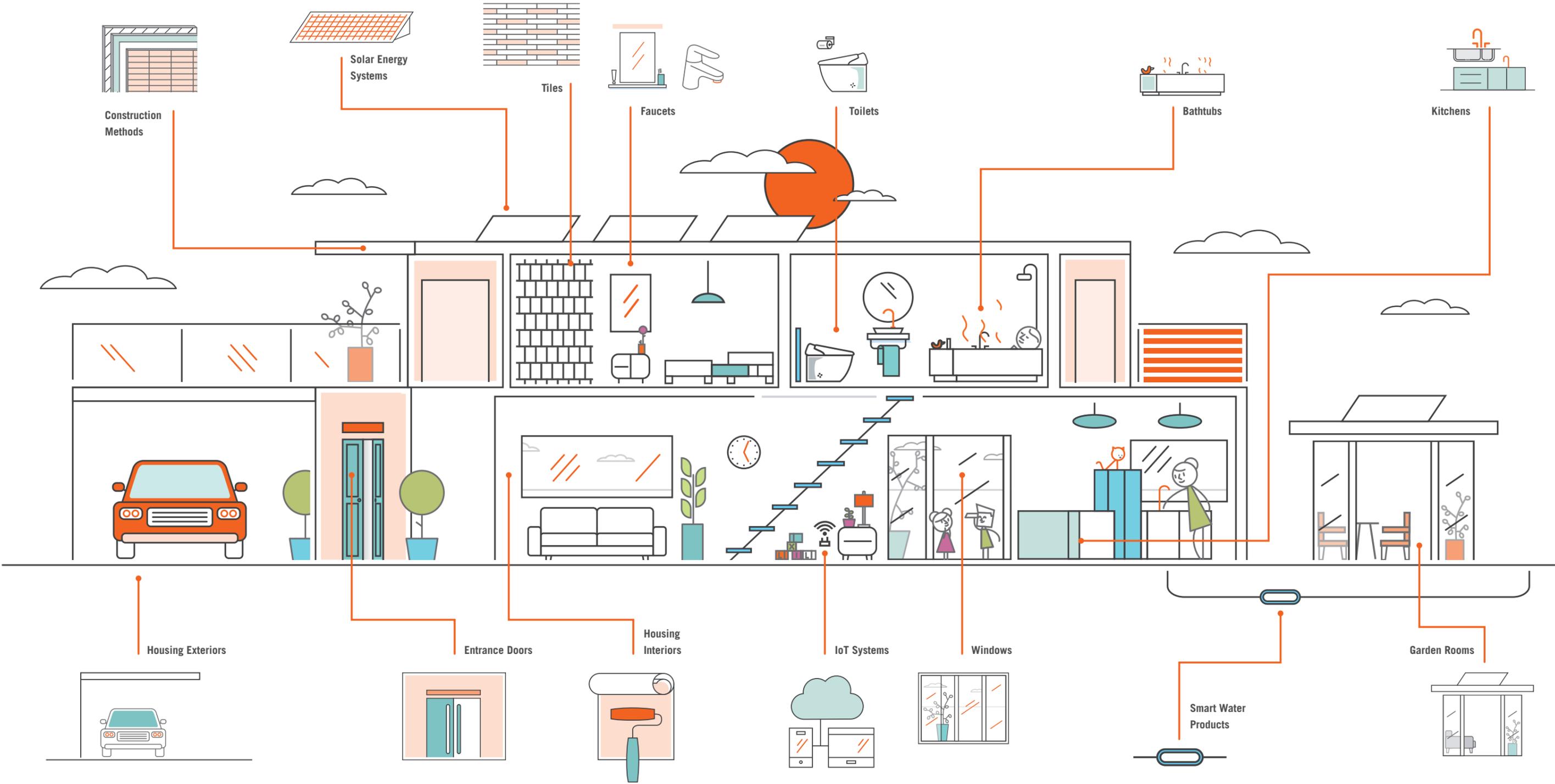


Enabled access for over **18** million people in **38** countries

^{*1} Data for LIXIL Corporation's operations in Japan ^{*2} Rate of recycling to waste generated from business operations (Japan and Europe) ^{*3} Estimated total amount of CO₂ reduction resulting from use of LIXIL's sustainable products and services, compared with previous models All data listed on this page are as of March 2020.

Creating the dream home

LIXIL is made up of many individual brands, each creating products that make better homes a reality for everyone, everywhere.



Iconic global brands that are shaping the industry

While each of our brands has its own unique personality and strengths, together they provide us with an unmatched offering and ability to meet the full scope of consumer preferences and needs.

Global



INAX

Provides bathroom products combining Japanese thoughtfulness with human-centric technology and insightful design to nurture a healthy body and mind.



A leading global brand for complete bathroom solutions and kitchen fittings. In order to offer "Pure Freude an Wasser," every GROHE product is based on the brand values of quality, technology, design and sustainability.



American Standard innovates and creates products that improve everyday living and raise the standard of health, safety, and beauty in and around the bathroom and the kitchen.



TOSTEM

TOSTEM delivers doors and windows with thoroughly polished designs and technologies, adding a new level of comfort and satisfaction to the home.



LIXIL

From bathrooms and kitchens to exteriors, LIXIL offers a full range of products to make better homes a reality.

Global Specialty



KAWASHIMA SELKON provides textile products and services that inspire and delight customers around the world, all while constantly reimagining cultures to enrich society.



COBRA offers kitchen and bathroom products that support people's lifestyles and leave a lasting impression.



DXV elevates the everyday by offering meticulously crafted kitchen and bathroom collections that reimagine the most influential design movements of the past 150 years.



JAXSON offers exquisitely designed and high-quality bathtubs, providing the satisfaction and joy of the ultimate comfortable bathing experience.



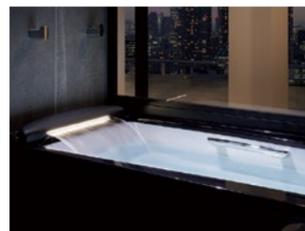
SATO social business brings innovative, simple, desirable yet affordable sanitation solutions to consumers in areas without access to water and sewerage infrastructure.

Japan



RICHELLE

RICHELLE is a kitchen brand offering technologies that make things easier for the consumer, all while providing attractive and coordinated design that makes cooking ever more enjoyable.



SPAGE

SPAGE offers refined, stylish bathrooms that provide the "ultimate indulgence," utilizing technological expertise in mastering the shape and flow of water.



Interio

INTERIO offers the joy of finding and coordinating interiors that match personal changing tastes and preferences, for those who want to always be true to their inner self.



exsior

EXSIOR provides products that extend the living room experience into garden spaces, where people can be themselves and enjoy their time surrounded by nature.



SUPER WALL

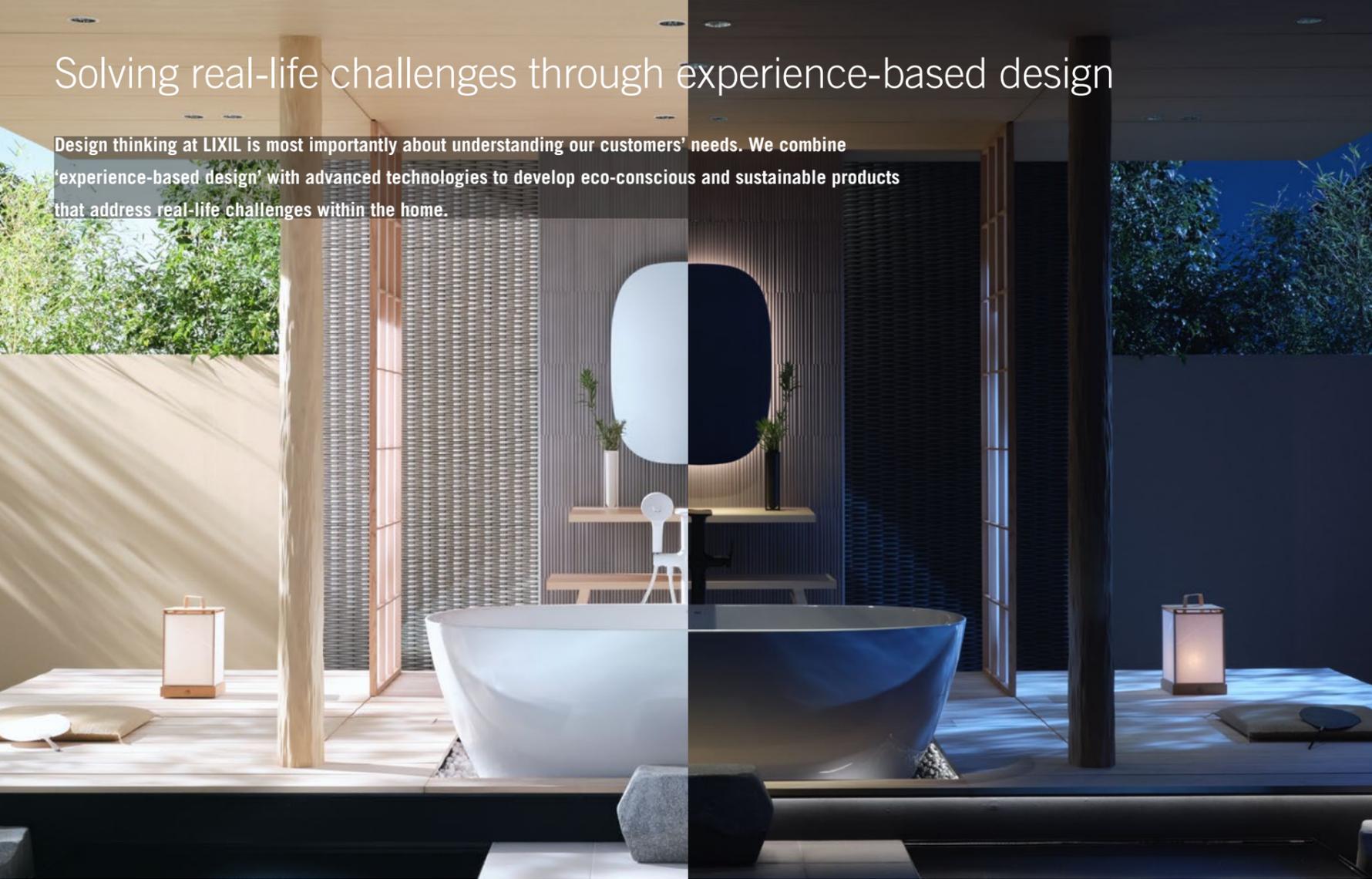
SUPER WALL provides a construction method for homes using high thermal insulation panels. Healthy, comfortable and secure, it improves home owners' quality of life by providing an ideal living environment.



ASAHI TOSTEM coordinates a large range of exteriors to match a person's tastes and personality, enhancing their lifestyle in their homes.

Solving real-life challenges through experience-based design

Design thinking at LIXIL is most importantly about understanding our customers' needs. We combine 'experience-based design' with advanced technologies to develop eco-conscious and sustainable products that address real-life challenges within the home.



INAX

S600 LINE

INAX combines Japanese traditional spatial design with modern sensitivity. Its latest S600 LINE series embodies "light and shadow" – a timeless theme in Japanese aesthetics as well as in contemporary architecture. Products such as shower toilet SATIS G, with its refined form and function, along with INAX's bathtub, basin, faucet, design tiles and other innovative products transform your bathroom into a personal space to relax and refresh the mind and body.

Red Dot Award 2020
iF Design Award 2020



SmartControl Kitchen Colors

In place of the standard lever, GROHE SmartControl allows you to start and stop the flow of water by pressing the intuitive button on the pull-out tap spout. It is especially practical and hygienic: if your hands are full or dirty, you can even operate the faucet with your elbow. Thanks to the three tap designs, as well as up to 10 color and surface finish variations*, there is a model for every style of kitchen.

iF Design Gold Award 2020
Red Dot Award 2020

*The color and finish range depend on the design of the faucet



LIXIL

Smart Delivery Box

Simple, sleek and spacious, this smart delivery box can store multiple packages. By linking the box to your smartphone, you can receive deliveries and make parcels available for pick up at any time - whether you are at home or not. This delivery box is equipped with designs for life in the "new normal."

Good Design Award 2018
Red Dot Award 2019

LIXIL

DOAC

The entrance to your home can be fully automated with DOAC. Requiring just a day to install, it operates with a remote control that ensures safe and secure opening, closing, locking and unlocking of doors. A light-touch sensor enables effortless access to the home, even from a wheelchair or when carrying a heavy load.



Spectra Filtered 4-Spray Hand Shower Rail System

A hand shower system that supports better living and increased well-being, American Standard's new shower experience integrates filters that reduce up to 50% of the chlorine in shower water to protect your skin and hair. Built into the sleek rail system, the filter is easy to change and eliminates the need for a bulky add-on filter.

Corporate responsibility

We are committed to ensuring that the growth of our businesses is based on our corporate responsibility mission: “to be the most trusted company by enhancing living spaces through innovative, responsible engagements and initiatives around the world.” Leveraging the scale and expertise of our three core technology business units, we are focusing on making a positive impact in the communities in which we operate and on matters that require urgent action.

Global Sanitation & Hygiene

Promote and enable access to safe and hygienic sanitation practices, especially for women and girls, while preventing the harmful transmission of diseases for children.



Contribution to UN SDGs



100 Million People

By 2025, improve the livelihood of 100 million people through sanitation and hygiene initiatives.

Improving sanitation and hygiene for one hundred million people by 2025¹

An estimated two billion people live without access to basic sanitation and 673 million people regularly defecate in the open, causing water pollution. Every day, over 800 children die from diarrheal diseases caused by poor sanitation. LIXIL’s initiatives in this field are aligned with the United Nation’s Sustainable Development Goals (SDGs) for 2030; we aim to improve sanitation and hygiene for one hundred million people by 2025.

¹Fiscal year ending March 2026



SATO Toilet Systems

Improving sanitation and hygiene: from toilets to handwashing solutions

We are now accelerating efforts to tackle the global sanitation challenge by bridging gaps and increasing shipments of our innovative SATO Toilet Systems for developing nations. To date, 3.8 million units have been delivered to over 38 countries², while in Bangladesh, our SATO social enterprise has turned profitable, demonstrating it can self-sustainably make a social impact. In response to the COVID-19 pandemic, our SATO team has also developed the SATO Tap, an affordable handwashing solution to promote immediate and sustained hand-hygiene practices to avoid infectious diseases.

²As of April 2020



New handwashing solution SATO Tap

Water Conservation & Environmental Sustainability

Conserve water, energy, and other natural resources utilized in and by LIXIL products and services, including in the supply chain, production, distribution and during end use.



Contribution to UN SDGs



Net Zero

LIXIL’s Zero Carbon and Circular Living policy aims to reduce CO₂ emissions from its business processes, products and services to net zero by 2050. Our goal is to be a leader in the field of preserving water and limited resources for future generations.

Safeguarding the environment: from our operations to our product life cycles

We utilize our technical expertise and knowledge in housing to provide sustainably designed products and services for our consumers, as well as to minimize the environmental impact of our business operations. In addition to reducing the environmental footprint of our products when in use, we consider their entire life cycle by using recycled materials and developing designs to ensure longer product lifespans.



Mega-solar power plant at LIXIL Chita Plant in Japan

LIXIL’s “Environmental Vision”

LIXIL aims to achieve “Zero Carbon and Circular Living” by 2050. Focusing on three areas – “Climate Change Mitigation and Adaptation,” “Water Sustainability” and “Circular Economy” – we will reduce the environmental impact of our entire value chain through medium- and long-term goals and action plans. As a member of RE100, a global initiative for companies committed to using 100% renewable energy in their operations, we believe in helping the world transition from an economic model that consumes and disposes resources to a circular model based on renewables.



Hybrid window LW

Diversity & Inclusion

Leverage the knowledge and perspectives of a diverse workforce as a key driver of growth and innovation, and improve quality of life for all people through our products and services, irrespective of their age, gender, and the level of disability.



Contribution to UN SDGs



Inclusive for All

By 2020, establish the culture of diversity and inclusion within our organization and among all employees.

By 2030, ensure all products and services* are based on LIXIL’s Universal Design concept.

*Scope: Products and services in Japan (as of August 2020)

Diversity and inclusion

We encourage open and honest dialogue across our organization because we believe the energy generated by a diverse workforce is the key driver of growth and innovation. In 2018, we outlined our commitment with the “LIXIL Diversity and Inclusion Declaration” to nurture a culture that embraces and celebrates the diversity of people inside and outside of our company. Our policy also ensures that by 2030 all our products and services will be based on our LIXIL Universal Design concept, which aims to improve usability for everyone.

Fostering diversity as a global company

We formed a Global Diversity & Inclusion (D&I) Department in September 2019 to implement unified D&I strategies and measures across the organization. We have since established a new D&I Committee, chaired by CEO Kinya Seto, to ensure that these activities are driven by our business leaders. Incorporating D&I in our products, we have introduced offerings such as the Resilience Toilet, which can be used like a regular toilet even in times of natural disasters, and the Alternative Toilet, which was designed to welcome a diverse workforce.



Wheelchair-accessible kitchen Well Life



INAX Resilience Toilets for use in even times of disasters

History

For over 100 years, the successful brands that are part of LIXIL have combined the best of the past with a vision for the future.

1875
Standard Manufacturing, the predecessor of American Standard, is founded to produce cast-iron water closets, washstands and bathtubs.

1923
Takejiro Ushioda sets up the Myokenya store, the predecessor of TOSTEM, launching a wooden fittings retail business.

1936
Friedrich Grohe establishes the predecessor company of GROHE.

1968
TOSTEM and Shin Nikkei undertake Japan's first super high-rise curtain wall project for the Kasumigaseki Building.

2011
TOSTEM, INAX, Shin Nikkei, SUNWAVE and Toyo Exterior are integrated to establish LIXIL Corporation.

2013
American Standard Brands in the US becomes a subsidiary of LIXIL Corporation.

2015
LIXIL Corporation converts GROHE into a consolidated subsidiary.

2018
American Standard and GROHE become subsidiaries of LIXIL Group Corporation.

1919
The founder of INAX provides technological advice on the production of exterior tiles for the Imperial Hotel building in Tokyo designed by Frank Lloyd Wright.

1936
Chugai Seiko Co., Ltd., the predecessor of SUNWAVE CORPORATION, is founded by Ryoza Yoshizaki.

1967
INAX launches the first commercial made-in-Japan shower toilet.

2011
Kawashima Selkon Textiles becomes a subsidiary.

2013
American Standard starts production and sales of the SATO toilet system.

2019
Global headquarters functions are consolidated into LIXIL's WING campus (Koto-ku, Tokyo)

1843
Company founder Jimbei Kawashima launches a fabrics store, the predecessor of Kawashima Selkon Textiles.

1924
Ina Seito Co., Ltd., the predecessor of INAX, is founded by Chozaburo Ina to manufacture tiles, earthenware pipes and terracotta.

Cultural Activities

<https://livingculture.lixil.com/>



With over 100 years of history, LIXIL is helping to pioneer the home. Through our cultural activities, we pass on the spirit of our craftsmanship and technological know-how to each new generation, providing opportunities for new and innovative ideas to come to life.

Architects and designers have played a key role throughout LIXIL's rich history, integrating functionality with refined aesthetics. This has been the foundation of what we call LIVING CULTURE – a way in which we ensure that our products are always relevant to people, our lifestyles, and the times in which we live.

INAX Museums (Tokoname, Japan)

Located in Tokoname in Japan, the birthplace of INAX, this experience-driven complex comprises six museum facilities where visitors can see, touch, feel, learn and create. Through a range of displays and hands-on workshops, LIXIL's museums introduce the multifaceted world of clay, ceramics and craftsmanship.



Kawashima Textile Museum (Kyoto, Japan)

The Kawashima Textile Museum was founded by Jimbei Kawashima II in 1889 as a reference library in Sanjo Takakura, Kyoto. On display are a range of textiles and antique books taken from a huge repository collected from around the World to advance textile research and development. The museum highlights the company's commitment to craftsmanship honed through its long history as well as celebrating the beauty and characteristics of woven textiles.



Review of Operations

Holding Company	Business	Principal Products and Services	Operating Company	
	Water Technology	Bathroom and kitchen fixtures and fittings Toilets and shower toilets, fixtures and vanities, faucets, showers, bathtubs, prefabricated bathrooms, kitchen systems, tiles, and smart products Other Exterior tiles for homes and buildings, interior tiles	LIXIL Corporation LIXIL Total Service Corporation Dinaone Corporation TM.S Corporation Grohe AG ASD Holding Corp. A-S CHINA PLUMBING PRODUCTS Ltd. A-S (China) Co., Ltd.	LIXIL Vietnam Corporation LIXIL (China) Investment Co., Ltd. LIXIL Building Materials Manufacturing (Suzhou) Corporation LIXIL Sanitary Fitting Manufacturing (Suzhou) Corporation Taiwan Inax Corporation LIXIL India Sanitaryware Private Limited LIXIL AFRICA HOLDINGS (Pty) Ltd.
	Housing Technology	Metal building materials Housing window sashes, entrance doors, shutters, gates, carports, banisters, high railings, tide barriers, and smoke insulated screens Wooden interior furnishing materials Window frames, wooden furnishing materials, and interior decorative materials Other building materials Siding, stone materials, and roofing materials Interior fabrics Curtains Other Solar power systems, smart products	LIXIL Corporation LIXIL Total Service Corporation LIXIL Total Hanbai Corporation Kawashima Selkon Textiles Co., Ltd. G TERIOR Corporation Asahi Tostem Exterior Building Materials Co., Ltd. LIXIL Toyo Sash Shoji Co., Ltd. Sonitech Corporation Kuwata Co., Ltd.	Oita Tostem Co., Ltd. Nishi Kyushu Tostem Co., Ltd. LIXIL TEPCO Smart Partners Inc. LIXIL INTERNATIONAL Pte. Ltd. TOSTEM THAI Co., Ltd. LIXIL Manufacturing (Dalian) Corporation LIXIL GLOBAL MANUFACTURING VIETNAM Co., Ltd. PT. LIXIL ALUMINIUM INDONESIA LIXIL WINDOW SYSTEMS PRIVATE LIMITED
	Building Technology	Metal building materials Curtain walls, building sashes, and store facades	LIXIL Corporation LIXIL Renewal Corporation	
	Distribution and Retail	Home centers Household products, DIY products, and building materials	LIXIL VIVA CORPORATION ¹	
	Housing and Services	Housing solution businesses Developing homebuilding franchise chains, construction on order, housing defect warranty liability insurance services, and ground inspections and improvements Real estate Comprehensive real estate services (brokerage, leasing, management, etc.), and development of real estate franchises Financial services business Housing loans	LIXIL Living Solution Corporation LIXIL Housing Research Institute, Ltd. JAPAN HOME SHIELD CORPORATION LIXIL REALTY, Corp. LIXIL ERA Japan, Corp. GHS Corporation JHS Engineering Corporation LIXIL Home Finance Corporation Sanyo Homes Corporation	
	Other	Services for Group companies Financial services	LIXIL Group Finance Corporation	

¹LIXIL Group has decided to sell its shares of LIXIL VIVA Corporation.

