

› **LIXIL CORPORATE PROFILE  
2021–22**



# Make better homes a reality for everyone, everywhere



A better home is made up of surprisingly simple things – showers and faucets to experience water in new ways; kitchens that unleash creativity; toilets that provide cleanliness and comfort; doors and windows that connect you with the world outside; interiors and exteriors that bring spaces to life; baths to escape in after a long day. We make that possible with pioneering water and housing products. We are proud that our products touch the lives of more than a billion people every day, and believe we have the potential to do so much more.

LIXIL's Purpose is the north star that guides our employees in making decisions and inspires us to become a more agile, entrepreneurial company for sustainable growth, while the LIXIL Behaviors are how we engage our work every day to realize our purpose. Together, they form the heart of our Corporate Philosophy.

## LIXIL PURPOSE MAKE BETTER HOMES A REALITY FOR EVERYONE, EVERYWHERE

### LIXIL BEHAVIORS

DO THE  
**RIGHT** THING

WORK WITH  
**RESPECT**

**EXPERIMENT**  
AND LEARN

## Business overview

Company Name: LIXIL Corporation

Established: September 19, 1949

Representative: Kinya Seto

Director, Representative Executive Officer, President, and CEO

Registered Office: 2-1-1 Ojima, Koto-ku, Tokyo 136-8535, Japan

Paid-in Capital: ¥68,418 million<sup>1</sup>

Fiscal Year Closing: March 31

Employees: 56,097 (Consolidated basis)<sup>1</sup>

Shares Outstanding: 313,319,159<sup>1</sup>

<sup>1</sup> As of March 2021

# Empowering employees to become an entrepreneurial organization



## Embedding inclusion to drive competitive advantage

LIXIL was born in 2011 through the merger of five of Japan's most successful building materials and housing companies. We have grown significantly over the past decade and are now a global company with operations in over 150 countries worldwide.

The world is evolving and lifestyles are changing. At LIXIL, we strive to become a more agile and entrepreneurial organization that can respond quickly to change, and it all begins with creating a more empowered, inclusive community of innovative and purpose-driven people.

### Agile and collaborative ways of working

As part of enabling our people, we have redefined our offices as spaces to collaborate and communicate, while promoting flexible work styles such as working from home to cater to individual needs. By leveraging digital tools such as Workplace<sup>1</sup>, employees have been working collaboratively across borders.

Getting ahead of consumer trends, we are also rapidly digitalizing, and changing the way we work with partners, such as our Online Showroom introduced across Japan, which makes the entire purchasing process more convenient for consumers and professionals alike. In addition, our digital platform GROHE X provides new brand experiences through curated contents based on individual needs and preferences.

### Making diversity a driving force for growth

To understand and empathize with the needs of our diverse consumer base, we are fostering an inclusive culture to create an organization as diverse as society itself. We are striving to build a global organization where everyone can demonstrate their abilities, regardless of gender, age, nationality, or disability. Our diverse perspectives will serve as an engine for growth, helping to improve the lives of all people through consumer centric solutions, technologies and design.



American Standard's Walk-in Tubs are safe for use by the elderly and physically challenged. It was the industry's first to use acrylic for its surface, making it easy to clean and comfortable to touch.

<sup>1</sup> Internal SNS on Facebook

# Empowering our people to transform LIXIL and shape the future of living

**"We are creating a culture where everyone can reach their potential. Only then can LIXIL become more consumer centric."**

6

Kinya Seto

Director, Representative Executive Officer, President, and CEO LIXIL Corporation



As a maker of pioneering water and housing products, our purpose at LIXIL is to make better homes a reality for everyone, everywhere. This is the north star that guides every decision we make, helping us to shape the future of living.

But the world around us is changing, from the pandemic to climate change, aging societies, and rapid technological advancement. To get ahead of these changes and fulfil our purpose, we are on a journey to transform LIXIL into a more agile, entrepreneurial and purpose-led company. This is key to being able to respond to both consumer and societal needs, while enabling us to achieve sustainable growth.

## Empowering our people

Empowering our employees across the organization is important for us, because they are the ones who carry out our strategy.

Embracing a culture of diversity and inclusion must be at the heart of our transformation because our consumer base is as diverse as society itself, and our organization must reflect society to understand their contexts and anticipate their needs. Embedding D&I therefore is not only the right thing to do but it enables us to develop the type of innovations we need and make us more consumer centric. Setting ambitious new targets across the entire organization, we have updated our D&I strategy with the goal to create an inclusive environment, where everyone can speak their mind and reach their full potential. Our goal is inclusion, and diversity will be the result of such efforts.

Combined with transforming LIXIL from a top down and seniority-based organization, to a one that focuses on meritocracy and employee experience, we can improve employee engagement and help each person reach their potential.

## Responding to changing needs

Becoming more agile and entrepreneurial enables us to create product experiences that support changing lifestyles around the world. Under COVID-19, for example, we have seen the home become more important than ever, as has the focus on hygiene and health. Amid increasing demand for hands-free applications worldwide, there has been an increased demand for our touchless faucets and smart postal delivery boxes.

COVID-19 has accelerated digitalization and business practices. Among our competitors, we were the first to develop the Online Showroom in Japan. This entirely new online-offline ecosystem built from open and proprietary technology offers a unique value for consumers and business partners. Similarly, our new GROHE X digital platform is an industry-first, providing visitors with the opportunity to create their own individual brand experience while business partners can directly engage with representatives.

Challenging the status quo, and unbound by conventional methods, we are responding to ever changing needs as quickly as possible.

## Tackling global social issues

At LIXIL, we identify societal issues important to the regions in which we operate and where we can contribute and help solve through our business and expertise, leveraging our strategic Corporate Responsibility commitments.

We have been tackling the global sanitation crisis through our innovative and affordable SATO Toilet solutions in areas that lack access to water and sewage systems. To date, we have contributed to improved access to sanitation for 25 million people<sup>1</sup>, while contributing to local economies with their Make Use Sell business model. Last year we launched the novel hand-washing station SATO Tap, enhancing our offering to the most basic means of hand-hygiene for underserved communities to combat the pandemic.

On water conservation and environmental sustainability, we are helping to minimize the footprint of products from procurement to disposal. More than 90% of CO<sub>2</sub> emissions in the life cycle of LIXIL's product and services are generated at the user phase, and through our energy and water-saving products such as high performance windows with improved insulation and showerheads that reduce water consumption, we help consumers mitigate climate change risks and conserve water.

Being a purpose-led organization builds pride among our people, and ultimately, increases our competitiveness, leading to sustainable growth.

LIXIL is on an exciting transformation journey to make better homes a reality for everyone, everywhere.

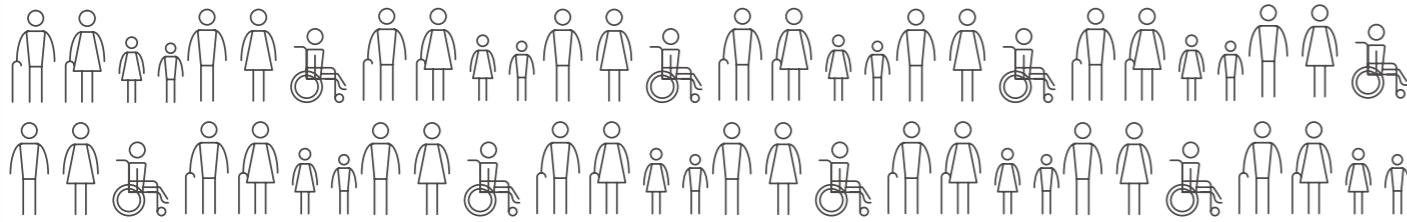
<sup>1</sup> As of April 2021

# About us

LIXIL makes products that improve how people live, from shower toilets to baths, kitchen systems, windows, doors, building exteriors and interior furnishings.

Users

**Touching  
the lives of  
over One billion**



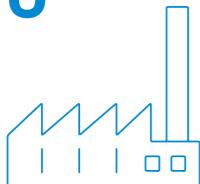
Revenue

**¥1,378.3 billion**



Factories

**80 in 10 markets**



Showrooms

**116 in 17 markets**



Employees

**Approx. 55,000**



Major design studios

**6 locations  
around  
the world**



Brand portfolio



Number of product brands

**16**

Patents/design rights owned



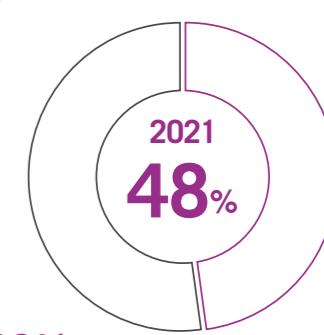
**12,000+**

History

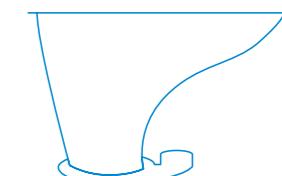


**100+ years of history**  
1875 >> 2021

Ratio of annual female graduate recruits

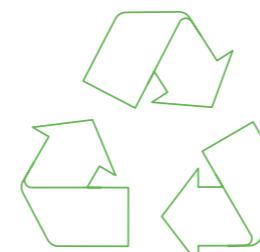


Solutions to global  
sanitation/hygiene issues



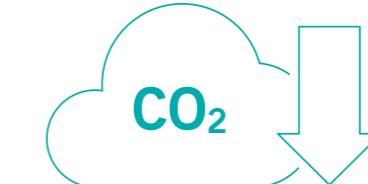
**Enabled access for over  
25 million people in over  
38 countries<sup>\*4</sup>**

Waste recycling rate



**97%<sup>\*2</sup>**

CO<sub>2</sub> reduction achieved  
through products/services



**66,000,000 t-CO<sub>2</sub><sup>\*3</sup>**

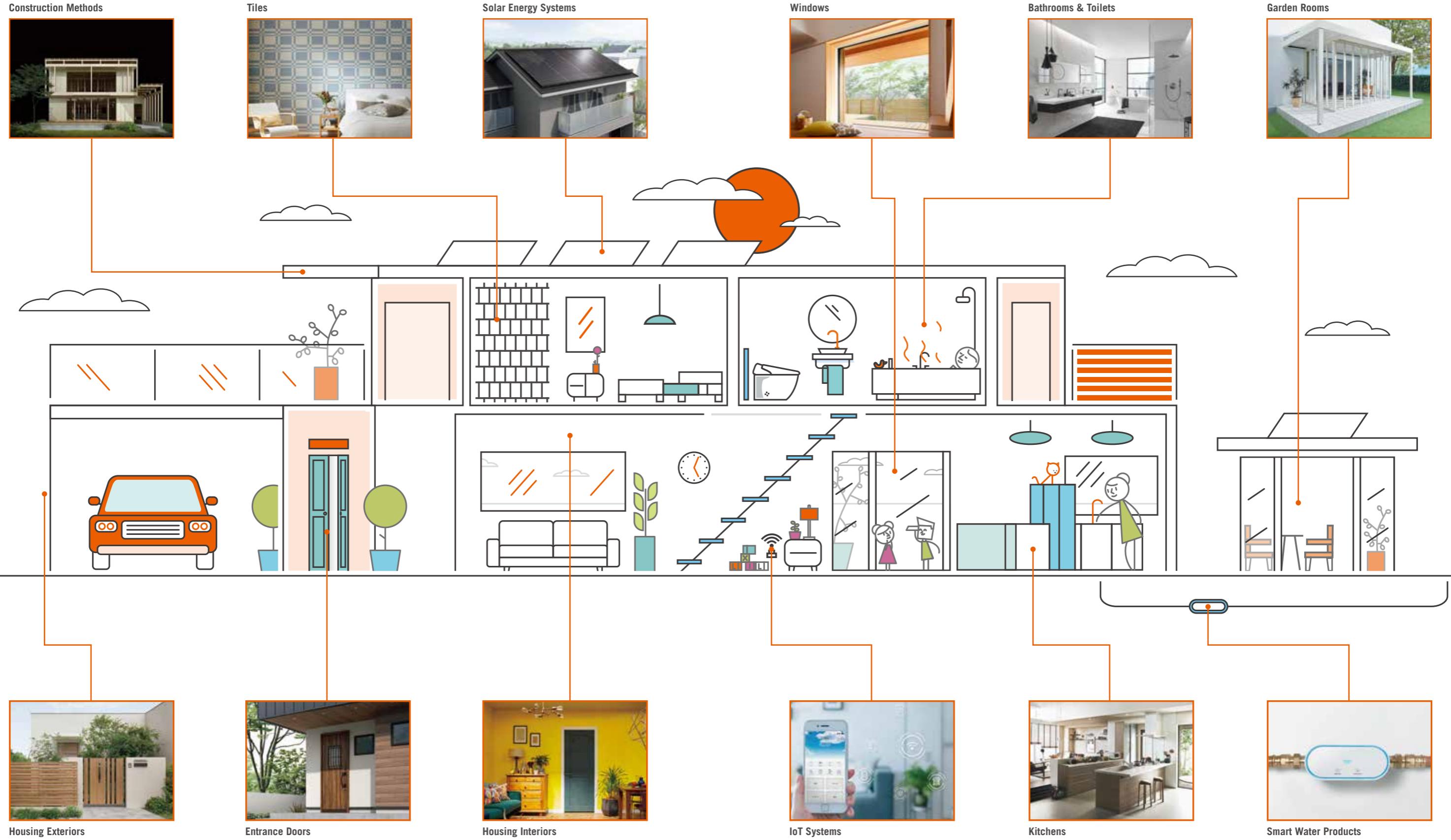
<sup>\*1</sup> Data for LIXIL Corporation's operations in Japan    <sup>\*2:</sup> Rate of recycling to waste generated from business operations (Japan and Europe)

<sup>\*3</sup> Estimated total amount of CO<sub>2</sub> reduction resulting from use of LIXIL's sustainable products and services, compared with previous models

<sup>\*4</sup> As of April 2021 (All data on this page is current as of March 2021, unless otherwise noted.)

# Products and Services to create better homes

LIXIL is made of brands which creates products that make better homes a reality for everyone, everywhere.



# LIXIL's core businesses

At LIXIL, we draw on our Japanese heritage to create world-leading technology and innovate to make high quality products that transform homes.

## LIXIL Water Technology



Through our global house of brands including INAX, GROHE and American Standard, as well as product brands in Japan such as RICHELLE and SPAGE, we provide bathroom and kitchen products that create unique experiences for today's discerning consumers of the world.

### Our Brands

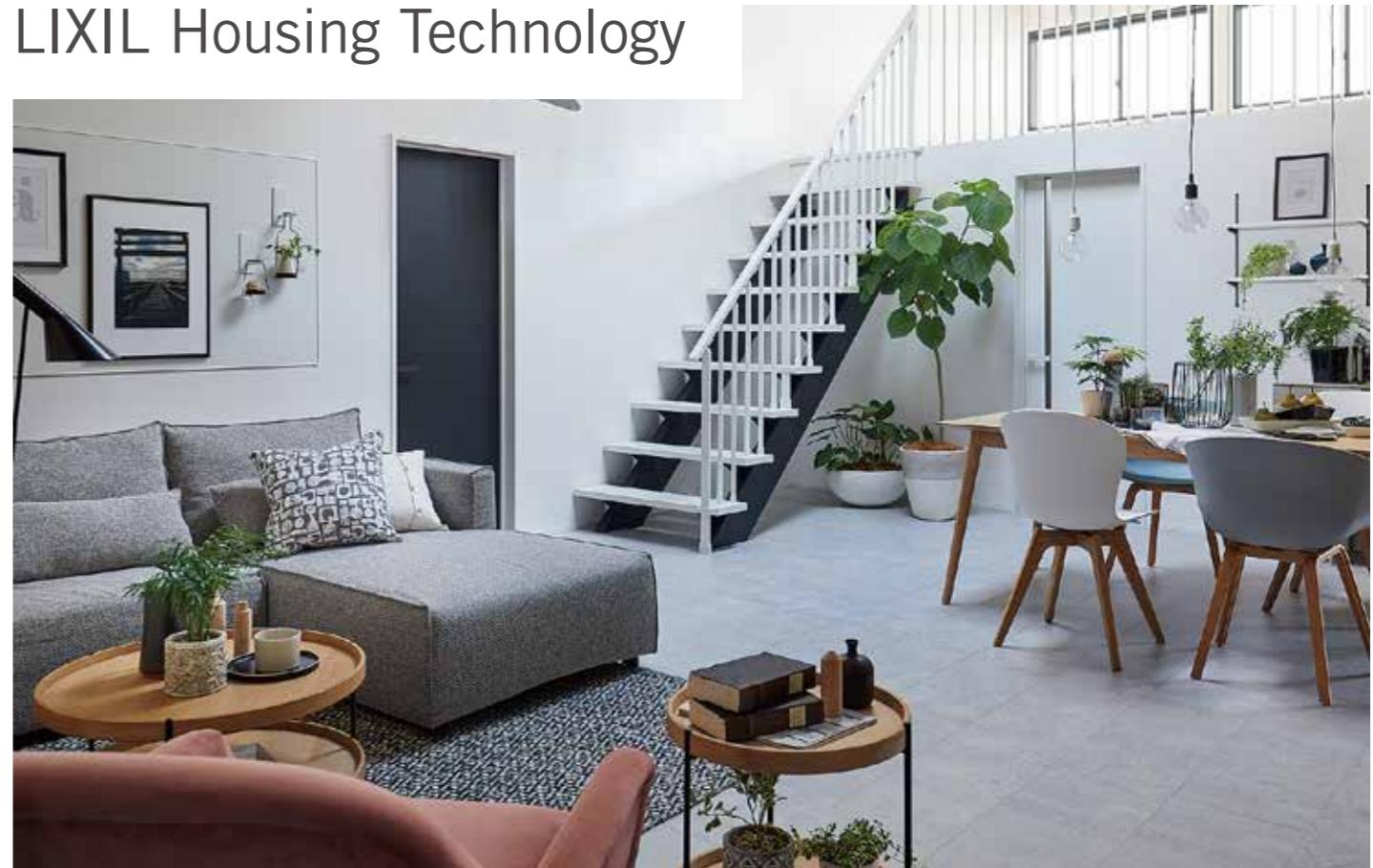
**INAX****American Standard****COBRA  
HERE FOR YOU****RICHELLE****SPAGE**

### Our Products

**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 Housing Technology



TOSTEM, exsior, Interio, and SUPER WALL are among our leading housing brands, offering window sashes, doors, exterior building materials, and interior furnishing materials that bring homes to life.

### Our Brands

**TOSTEM****exsior****Interio****SUPER WALL****NODEA**

**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 and roofing materials

**Other:** Solar power systems, smart products

## Global manufacturing platform

Our global network of factories, combined with multi-product and multi-brand production capabilities at various factories, allows us to meet demands anywhere in the world. By integrating the Japanese spirit of "Monozukuri" (craftsmanship) in its manufacturing, LIXIL ensures quality in its products all across the world.

**80****factories around the world**

Sanitary ware is manufactured in an integrated process at the Enokido Plant (Aichi, Japan).



GROHE's Lahr plant introduces PVD coating technique that brings highly aesthetic colors (Germany).



The Shimotsuma Plant produces raw aluminum materials and supplies sashes with high heat insulation properties throughout Japan (Ibaraki, Japan).



The Vietnam Plant provides aluminum products to ASEAN countries as well as to Japan

# Iconic global brands that are shaping the industry

Global



**INAX**

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



**GROHE**

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**

American Standard is built around the joyful swirl of life. For 150 years we've been right there in the kitchen and bathroom – the heart of people's homes – devoted to making life better in ways big and small.

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.



**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.

Specialty



**DXV**

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**

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



**NODEA**

NODEA is a high-end brand at the cutting edge with unprecedented concepts, true to its philosophy: openness, space, encounters.



**COBRA**  
HERE FOR YOU

For over half of a century, COBRA has provided kitchen and bathroom products that are here for your everyday moments.



**SÄTO**

SÄTO 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**

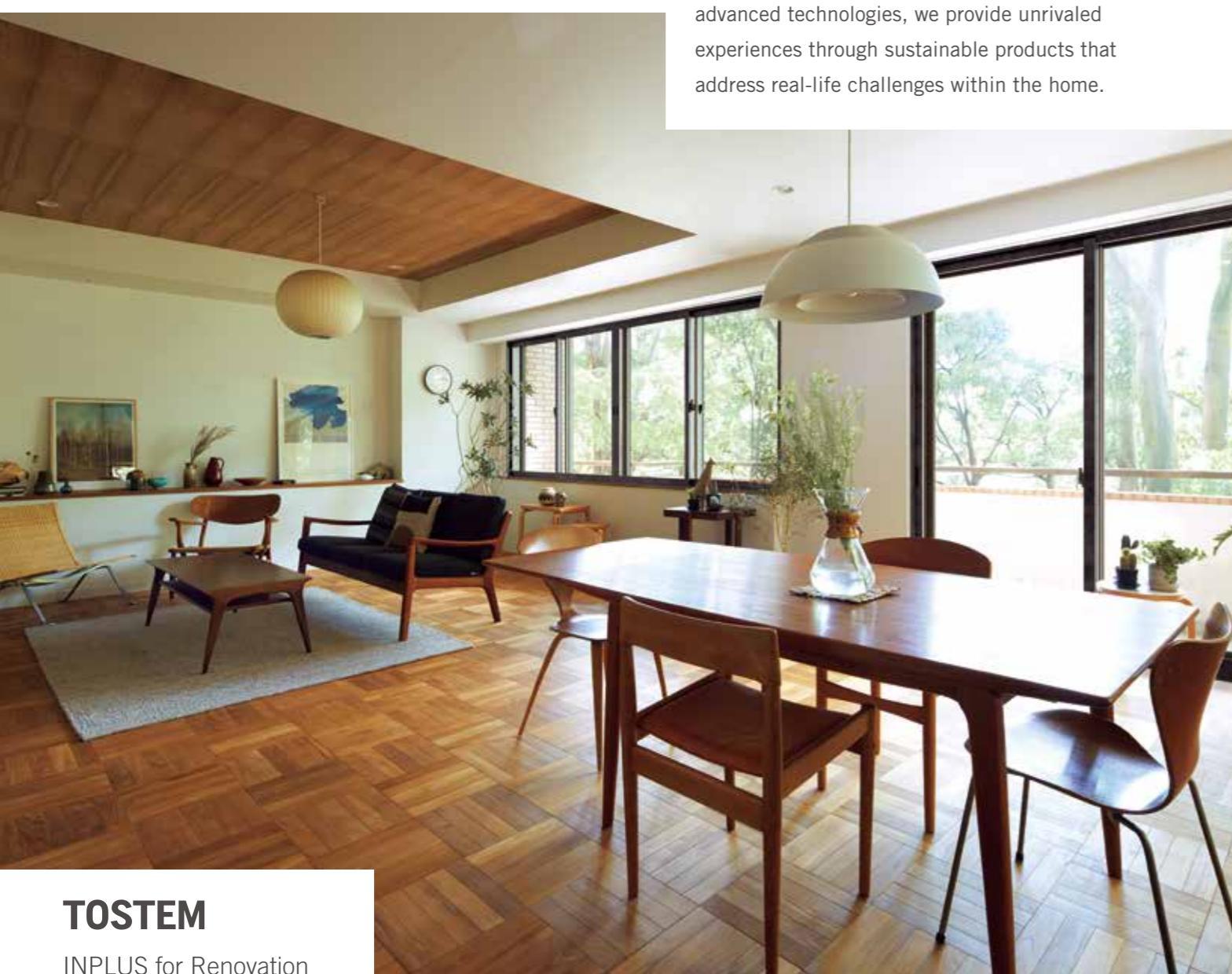
SUPER WALL provides a construction method for homes using high thermal insulation panels. Healthy, comfortable and secure, it improves home owners' quality of life by providing an ideal living environment.



**AT**  
ASAHI TOSTEM

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

# Design and technology reimagining experiences



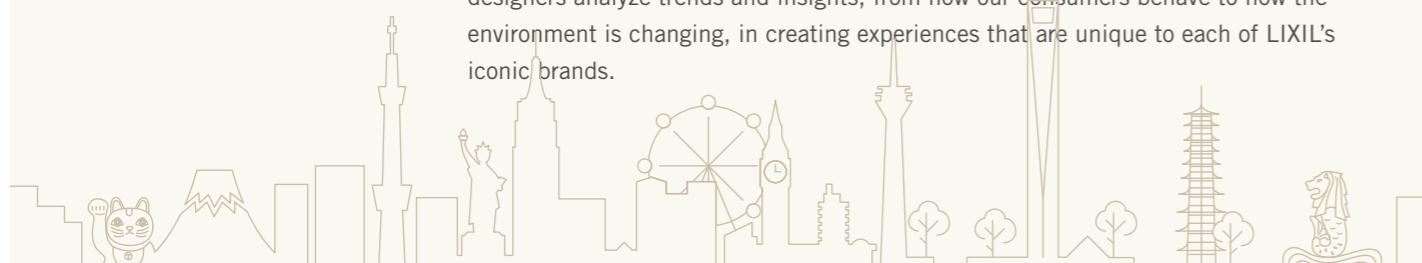
## TOSTEM

INPLUS for Renovation

The look and feel of TOSTEM's windows blend in seamlessly with interior spaces. Bringing improving functionality such as thermal insulation, sound proofing and condensation resistance to existing windows, and available in a wide selection of designs, *INPLUS for Renovation* meets the needs of today's homeowners.

## LIXIL Global Design Team

Newly established in 2020, the LIXIL Global Design team has six major design studios in Tokyo, Tokoname, New York, London, Dusseldorf, and Singapore. Our in-house designers analyze trends and insights, from how our consumers behave to how the environment is changing, in creating experiences that are unique to each of LIXIL's iconic brands.



At LIXIL, design thinking is a key element in realizing consumers' needs and aspirations to make better homes a reality for everyone, everywhere. Through our brand portfolio of iconic brands and advanced technologies, we provide unrivaled experiences through sustainable products that address real-life challenges within the home.



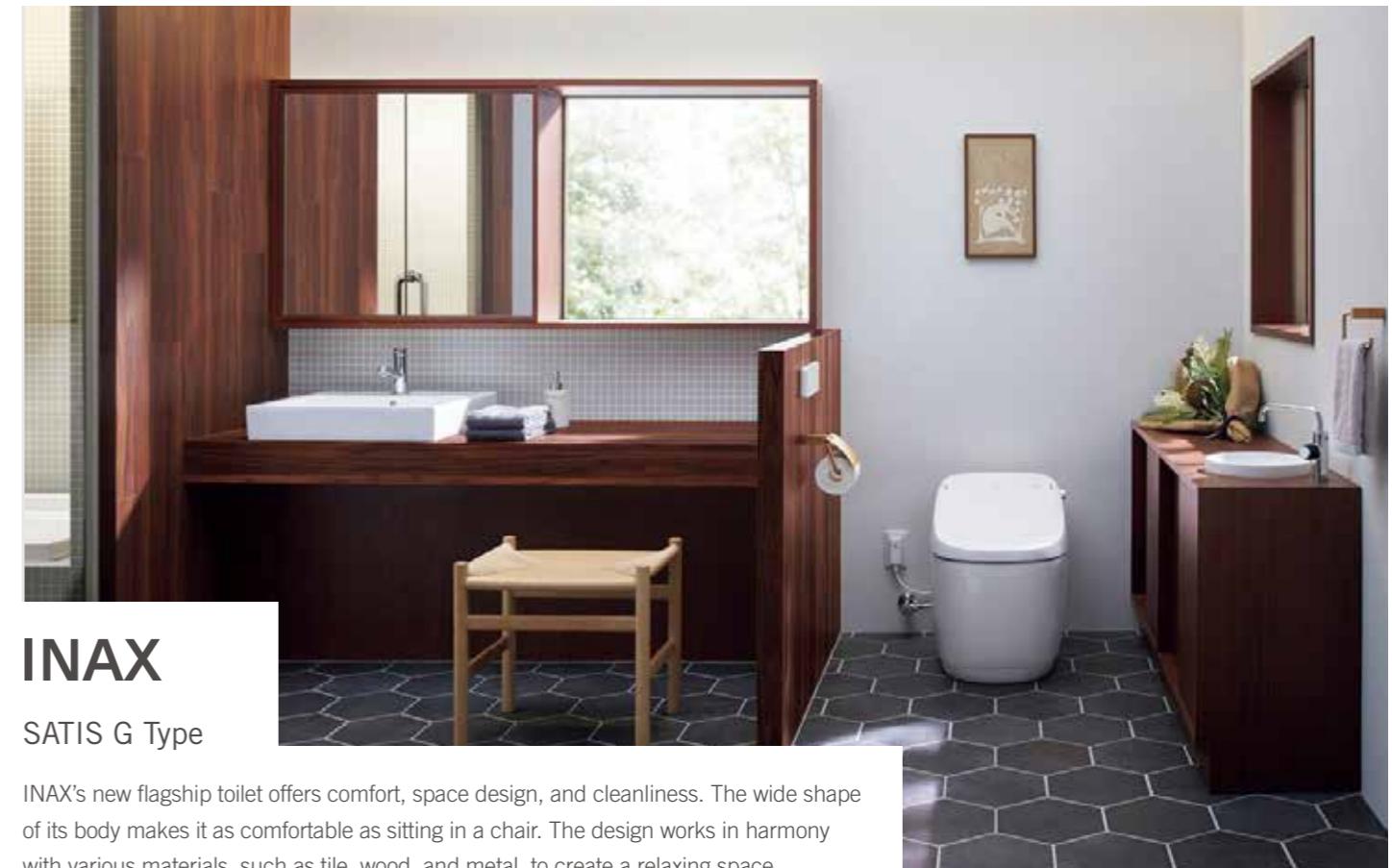
## Tempesta 250 Head Shower

With its slim design and elegant chrome finish, GROHE *Tempesta* fits any modern bathroom design. The generous 250mm diameter head creates gentle, delicate droplets of water that soothe the skin. It also features GROHE's EcoJoy™ technology, that reduces water and energy consumption and offers the perfect water experience without the need to compromise.



## Saybrook Filtered Kitchen Faucet

American Standard's *Saybrook Filtered Kitchen Faucet* provides access to filtered water via the push of a button on the spray head. While greatly reducing lead and chlorine, the faucet makes your home safer and more comfortable. It is also an environmentally friendly solution that reduces reliance on plastic bottles – a single filter provides the same amount of clean drinking water as 2,272 500ml plastic bottles.



## INAX

### SATIS G Type

INAX's new flagship toilet offers comfort, space design, and cleanliness. The wide shape of its body makes it as comfortable as sitting in a chair. The design works in harmony with various materials, such as tile, wood, and metal, to create a relaxing space.

# Corporate Responsibility

## 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.



A woman takes part in a SATO Mason Training session to install toilets in India



A street vendor using the SATO Tap in India

## Contribute to improved sanitation and hygiene for one hundred million people by 2025<sup>1</sup>

An estimated two billion people live without basic sanitation, and over 700 children under five die every day from diarrheal diseases caused by unhygienic water and sanitation. Contributing to SDG 6, we have shipped over 5.1 million units of SATO Toilet System to more than 38 countries, serving more than 25 million people.<sup>2</sup> Partnering with companies and NGOs, we are establishing regional production and sales while generating jobs locally.

<sup>1</sup>Fiscal year ending March 2026 <sup>2</sup>As of April 2021

## Improving sanitation and hygiene: expanding from toilets to handwashing solutions

Following the outbreak of COVID-19 in 2020, LIXIL rolled out the affordable hand-washing station SATO Tap for an estimated 3 billion people who lack hand-washing facilities at home. In order to reach people in urgent need, LIXIL has been collaborating with its partners and accelerating activities. SATO Tap has been recognized externally by global media, including TIME's "Best Inventions 2020" and Fast Company's "World Changing Ideas 2021" in two categories.

## 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 CO<sub>2</sub> 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.



Fitting plant in Thailand, operated by 100% renewable energy



INAX's Aqua Power Showerhead packaging made from paper

## Mitigating and adapting to climate change through business operations, products and services

LIXIL's environmental vision 2050 "Zero Carbon and Circular Living" covers climate change mitigation and adaptation, water conservation, and promotes circularity. Serving as a member of RE100<sup>1</sup>, our international fitting plants, global headquarters, INAX Museums, the Kanto region logistics center, and more than half of our sales offices in Japan have achieved 100% renewable energy.

<sup>1</sup> A global initiative for corporations adopting 100% renewable energy

## Contribution to the realization of a circular economy

In October 2020, we introduced the LIXIL Plastic Action Statement to alleviate the impact of plastic use, from CO<sub>2</sub> emissions in the manufacturing process and environmental pollution caused by disposal after use. Our comprehensive approach includes the introduction of new product packaging, research of alternative renewable materials, and solutions through products.

## 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 2030, embed a culture of inclusion across LIXIL and achieve key gender equity goals.

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



The inclusive toilet at LIXIL Headquarters allows users to choose from a variety of stalls depending on their preference



DOAC, an electric opener system that turns an existing front door into an automatic door

## Updated Diversity and Inclusion strategy

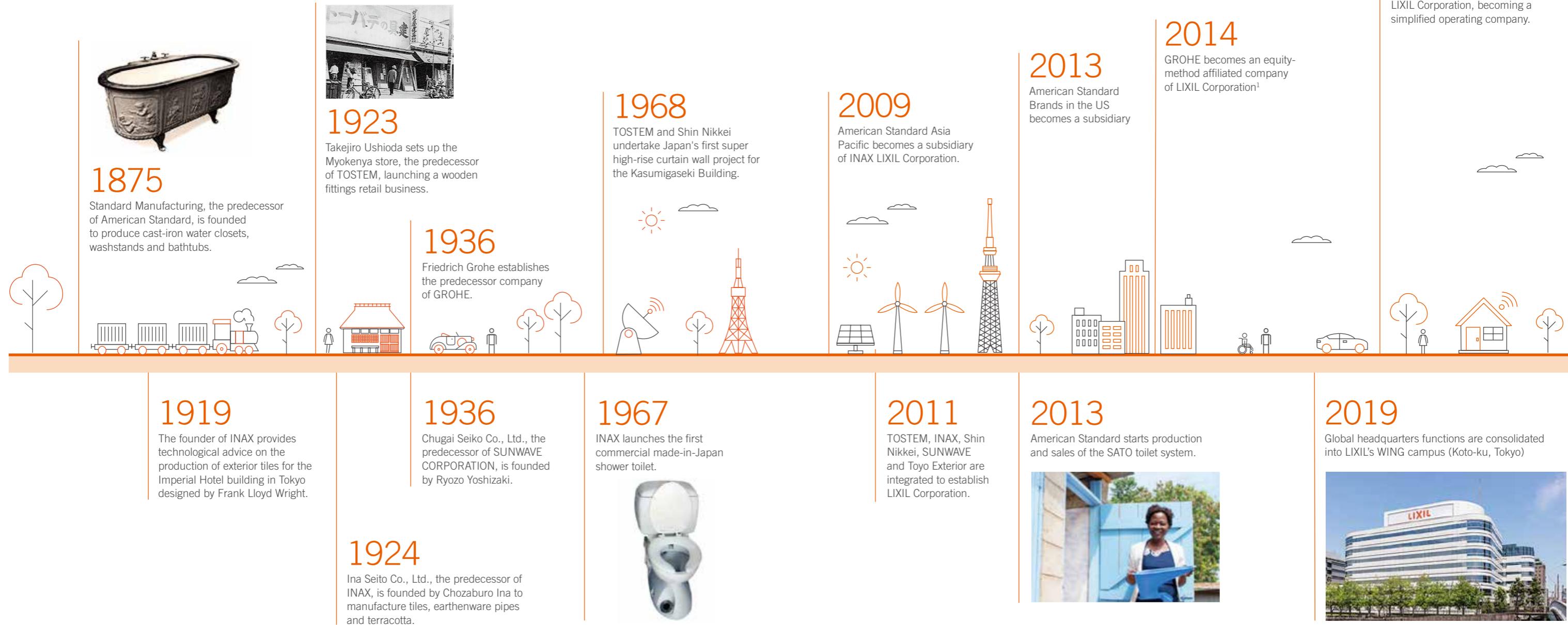
Accelerating our transformation to become a more agile and entrepreneurial organization, LIXIL updated its D&I strategy that leverages the perspectives and knowledge of our diverse employees as a key driver for growth. Strengthening consumer centricity to improve the lives of all people regardless of age, gender or level of disability, our focus is to become a more inclusive organization. The new D&I strategy aims to reflect the diverse society we serve, setting gender equity targets for 2030.

## Inclusion through gender diversity and enhanced consumer centricity

LIXIL will achieve 50:50 gender ratio for Directors and Executive Officers, and female representation for managerial positions of 30% across the organization by 2030. The specific targets are also set to reflect regional priorities, such as maintaining equal gender ratio for all new graduate hires in Japan. In 2017, we adopted the LIXIL Universal Design concept that continues to provide inclusive products for consumers.

# 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.



## 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 (Monozukuri) 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.



# LIXIL's businesses

Business	Principal Products and Services	Major Group Companies	
Water Technology	<p><b>Bathroom and kitchen fixtures and fittings</b> Toilets and shower toilets, fixtures and vanities, faucets, showers, bathtubs, prefabricated bathrooms, kitchen systems, tiles, and smart products</p> <p><b>Other</b> Exterior tiles for homes and buildings, interior tiles</p>	LIXIL Corporation LIXIL Total Service Corporation Dinaone Corporation TM.S Corporation LIXIL Europe S.à r.l. 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. LIXIL GLOBAL MANUFACTURING VIETNAM Co., Ltd.
Housing Technology	<p><b>Metal building materials</b> Housing window sashes, entrance doors, shutters, gates, carports, banisters, high railings, tide barriers, and smoke insulated screens</p> <p><b>Wooden interior furnishing materials</b> Window frames, wooden furnishing materials, and interior decorative materials</p> <p><b>Other building materials</b> Siding and roofing materials</p> <p><b>Other</b> Solar power systems, smart products</p>	LIXIL Corporation LIXIL Total Service Corporation LIXIL Total Hanbai Corporation 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	<p><b>Metal building materials</b> Curtain walls, building sashes, and store facades</p>	LIXIL Corporation LIXIL Renewal Corporation	
Housing and Services	<p><b>Housing solution businesses</b> Developing homebuilding franchise chains, construction on order, housing defect warranty liability insurance services</p> <p><b>Real estate</b> Comprehensive real estate services (brokerage, leasing, management, etc.), and development of real estate franchises</p> <p><b>Financial services business</b> Housing loans</p>	LIXIL Living Solution Corporation LIXIL Housing Research Institute, Ltd. LIXIL REALTY, Corp. GHS Corporation LIXIL Home Finance Corporation Sanyo Homes Corporation	
Other	<p><b>Services for Group companies</b> Financial services</p>	LIXIL Group Finance Corporation	

\*As of March 2021



LIXIL Corporation  
[www.lixil.com](http://www.lixil.com)

June 29, 2021