

› **LIXIL CORPORATE PROFILE
2022-23**



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.

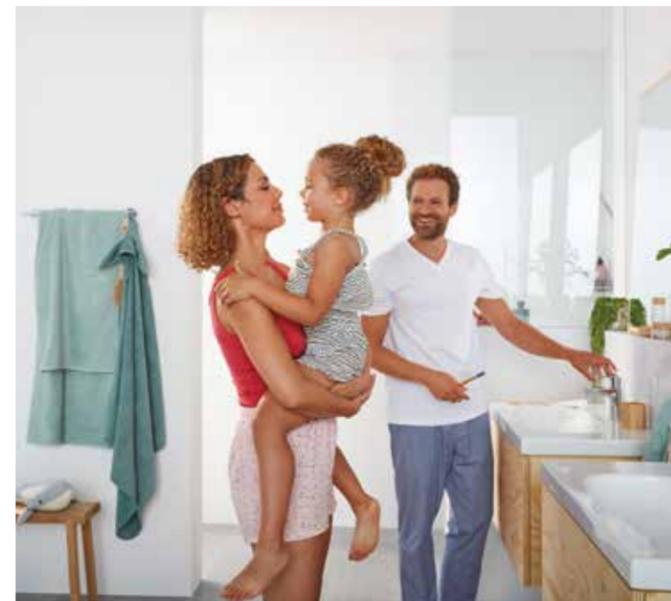
LIXIL's Purpose is the north star that guides our employees in making decisions and inspires us to become a more agile, entrepreneurial company for sustainable growth. The LIXIL Behaviors are how we engage in our work every day to realize our Purpose. Together, they form the heart of our Corporate Philosophy.

LIXIL's 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
 Headquarters: Osaki Garden Tower
 1-1 Nishi-Shinagawa 1-chome, Shinagawa-ku, Tokyo
 Paid-in Capital: ¥68,418 million¹
 Fiscal Year Closing: March 31
 Employees: 56,106 (Consolidated basis)¹
 Shares Outstanding: 313,319,159¹

¹ As of March 2022

Creating a more empowered, inclusive community of people

At LIXIL, we are working to become an agile and entrepreneurial company that can achieve sustainable growth in order to fulfil our corporate purpose.



New ways of working to become an agile, entrepreneurial organization

At LIXIL the office is no longer a place where colleagues are expected to work alone at a desk but instead a place for communication and collaboration. We have embraced flexible ways of working, such as adapting super flex working hours in Japan and making remote work permanent.

Enabling such flexible working styles are LIXIL's digital tools, including a cloud-based digital workspace being developed to minimize security risks and realize a more agile working environment.

In addition, LIXIL is promoting digital democratization, to enable employees to develop their own digital business tools.

Embedding a culture of inclusion

LIXIL promotes diversity and inclusion (D&I) with the aim of fostering an inclusive culture that embraces employee diversity and creating an environment that engages and includes all employees. As part of our company-wide D&I activities, we have established five global Employee Resource Groups (ERGs) — Better Together, Multi-cultural, Ability, Working Parents & Caregivers, and LGBTQ+. Appointed are Executive Officers as ERG executive sponsors, who support and embed the culture of inclusion into LIXIL's DNA.

GLOBAL EMPLOYEE RESOURCE GROUPS



-  **Multi-cultural:** celebrating the diverse and multi cultural community at LIXIL
-  **Ability:** empowering LIXIL employees with seen and unseen disabilities
-  **Better Together:** advocating and working towards gender equity at LIXIL
-  **Working Parents & Caregivers:** supporting working parents and caregiving LIXIL employees
-  **LGBTQ+:** creating a safe and supportive LIXIL for LGBTQ+ employees

Frontline workers supporting top-quality products

Our global network of factories, combined with multi-product and multi-brand production capabilities, allows us to meet demand anywhere in the world. LIXIL's frontline workers at 79 factories in 10 markets around the world support our globally integrated supply chain network that ensures deliveries without disruption. By integrating the Japanese spirit of "Monozukuri" (craftsmanship) in our manufacturing, LIXIL delivers products and services in over 150 countries.



Achieving our Purpose to realize sustainable growth



Kinya Seto

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

“We innovate to improve people's lives and contribute to the future of the planet.”

As a maker of pioneering water and housing products, LIXIL is committed to its Purpose of “making better homes a reality for everyone, everywhere.” Through advanced technology and innovation, we deliver high-quality products and services that solve real-life challenges of people around the world. Due to the continuing impact of the COVID-19 pandemic, heightened geopolitical risk, supply chain disruptions and soaring raw material prices, and the visible effects of climate change, the business environment in which we operate is changing at an unprecedented pace. But we have strengthened our organization to respond in an agile and flexible way to these changes.

Becoming a consumer-centric organization innovating for sustainable growth

To achieve our Purpose and realize sustainable growth, we are transforming into a more entrepreneurial and inclusive organization. Since LIXIL’s growth is driven by our employees, we consider it essential to create an environment in which diverse employees can use their abilities to the full. By tapping into the diverse knowledge and perspectives of our employees, we can better meet consumers’ diverse needs and become a truly consumer-centric organization. We are also promoting flexible and efficient ways of working, increasing productivity, establishing a system that allows autonomous ways of working according to each employee’s role and lifestyle, and accelerating a shift from a traditional seniority-based promotion system to a meritocratic one. Furthermore, we are working to accelerate synergies through collaboration across regional and divisional boundaries, generating valuable innovations unconstrained by the limitations of existing businesses, and creating new businesses that will support LIXIL’s future while contributing to solving social issues and improving people’s lives.

Contributing to the environment and society through business activities

Companies have an increasingly important role to play in this rapidly changing business environment. When it comes to LIXIL’s contribution to both the environment and society, our stakeholders have even higher expectations than before. As the global shift to decarbonization accelerates in response to worsening environmental problems, LIXIL is also promoting initiatives to help the environment through its business activities. For example, it is estimated that more than 90% of existing housing in Japan do not meet current Japanese energy conservation standards. LIXIL improves the energy efficiency of homes by providing high-performance construction methods and highly insulated windows that conserve energy. We also offer a wide range of environmentally friendly products, including water products with energy-saving performance. We are also reducing our environmental impact through a multifaceted approach, such as promoting circular use of resources in and outside of Japan by using recycled raw materials as much as possible, and designing products that can be recycled at the end of their lifetime.

LIXIL is committed to solving social issues through our business activities. We believe that such activities not only benefit society as a whole but are also vital to the sustainability of our business. We will continue to contribute to improving the environment and the lives of the next generation through differentiated products and services, working as one LIXIL.

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**

Major design studios **6** locations around the world

Tokoname Tokyo Düsseldorf London Singapore

Brand portfolio

Number of product brands **15**

Revenue **¥1,428.6 billion**

Region	Revenue (billion)
Americas	¥158.7
EMEA	¥146.6
Japan	¥960.6
Asia Pacific	¥138.5
Other	¥24.1

Factories **79** in **10** markets

Showrooms **111** in **16** markets

Employees **Approx. 55,000**

Patents/design rights owned

13,000+

History

100+ years of history
1875 >>> 2022

Ratio of annual female new graduate recruits

2022 54%

30%+ for 9 consecutive years^{*1}

Ratio of number of high-performance windows sold for new detached houses

80%^{*2}

Solutions to global sanitation/hygiene issues

Enabled access for over **approx. 35 million people** in over **45 countries^{*3}**

^{*1} Data for LIXIL Corporation's operations in Japan ^{*2} Ratio of number of high-performance windows sold for detached houses in Japan in the fiscal year ended March 2022. The result of the fiscal year ended March 2022. ^{*3} As of June 2022 (All data on this page is current as of March 2022, unless otherwise noted.)

Products and services to create better homes

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

Construction Methods



Tiles



Solar Energy Systems



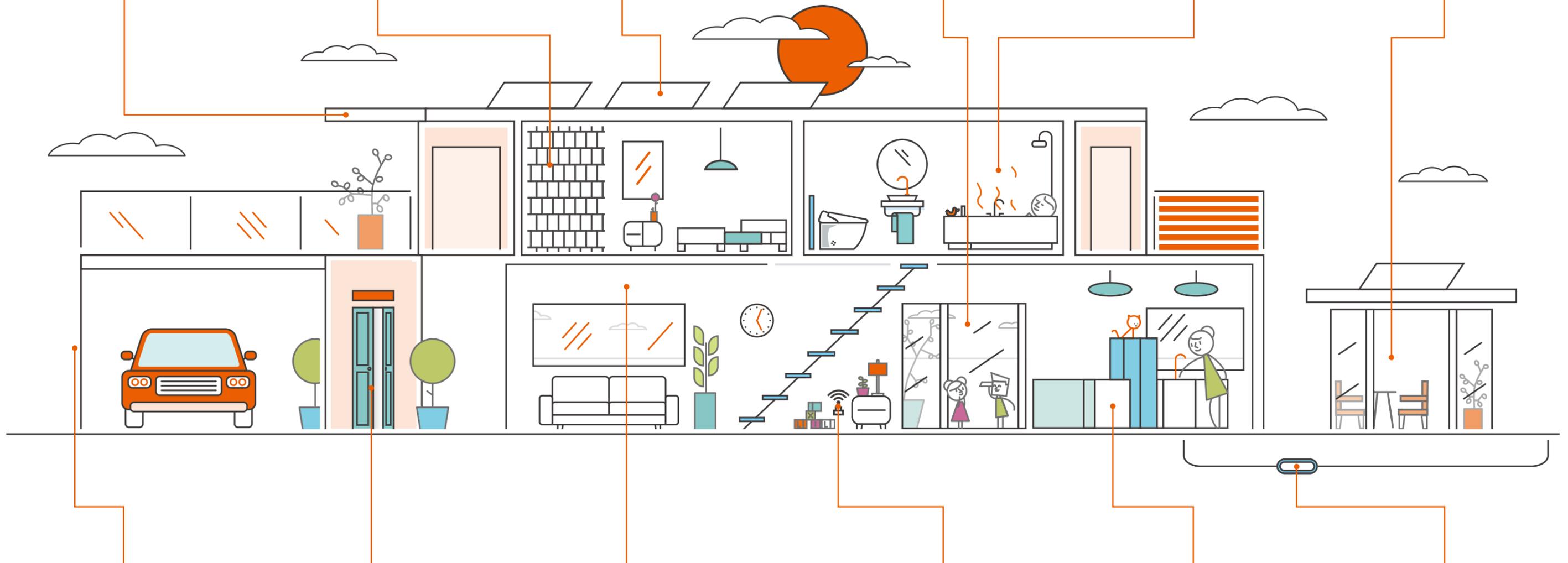
Windows



Bathrooms & Toilets



Garden Rooms



Housing Exteriors



Entrance Doors



Housing Interiors



IoT Systems



Kitchens



Smart Water Products

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



DXXV

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 and 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



Our Products

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 and smart products

Creating new businesses to solve the challenges of societies, industries and end users



GROHE QuickFix

LIXIL Toilet Cloud is a new IoT service for facility managers responsible for maintenance. This AI-based cloud service is capable of suggesting optimal cleaning work processes that help increase efficiency. Meanwhile, in response to growing DIY demand, the GROHE brand developed the GROHE QuickFix sub-brand for the European market that helps end-users to install and maintain equipment by themselves. GROHE Professional sub-brand helps simplify and streamline the work of installers with a comprehensive service.

High efficiency housing for a decarbonized society



TW triple-glazed high-performance hybrid windows

Improving the efficiency of housing insulation can greatly reduce CO₂ emissions, yet approximately 90% of existing houses in Japan do not meet current energy-saving standards, and conserving energy through home insulation is a key Japanese government policy. LIXIL offers a wide range of products for new homes, including TW high-performance hybrid windows and EW resin windows, as well as window remodeling products such as Replus replacement windows and Marugoto Dannetsu Reform, which offers high-performance insulation for the entire home. We are contributing to decarbonization by promoting high-performance housing technologies for new and existing homes.

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 is built around the joyful swirl of life. For 150 years it has been right there in the kitchen and bathroom – the heart of people’s homes – devoted to making life better in ways big and small.



TOSTEM

TOSTEM delivers windows and doors that provide a cozy connection to nature with thoroughly polished designs and technologies.



LIXIL

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

Specialty



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



NODEA

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



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



SATO

SATO social business brings innovative, simple, aspirational yet affordable sanitation and hygiene 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.



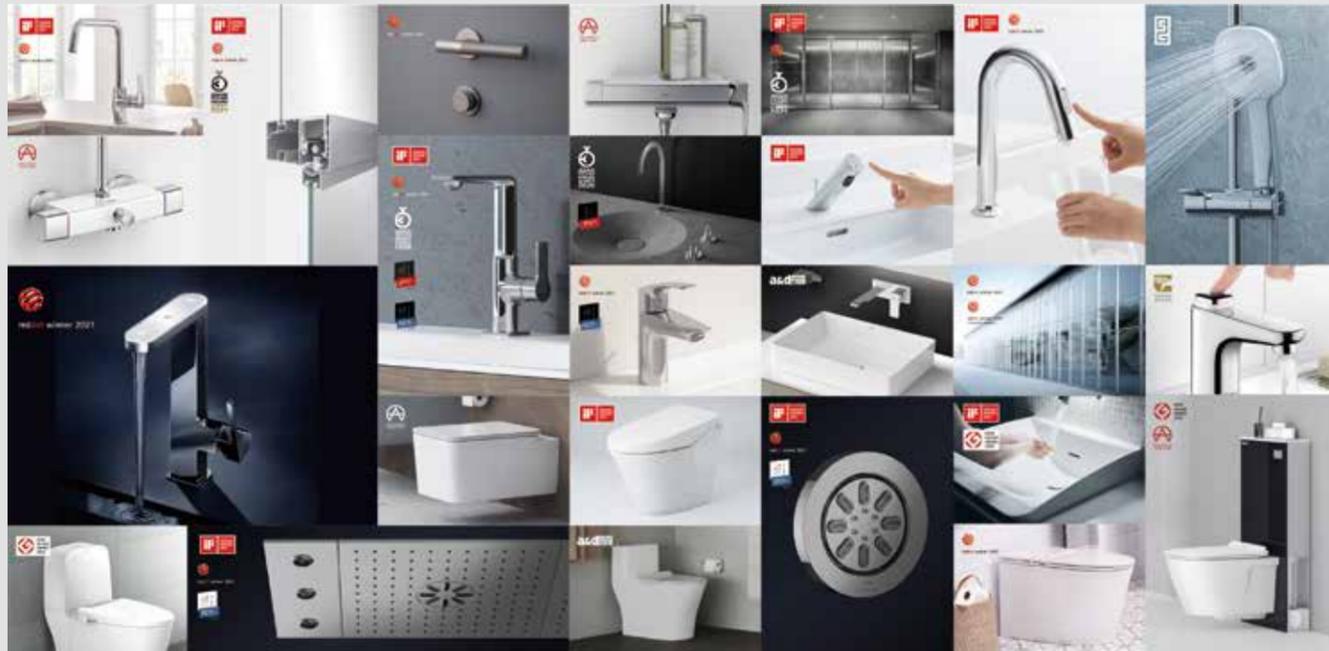
ASAHI TOSTEM coordinates a large range of exteriors to match a person’s tastes and personality, enhancing their lifestyle in their homes.

Everything begins with consumer-centric thinking

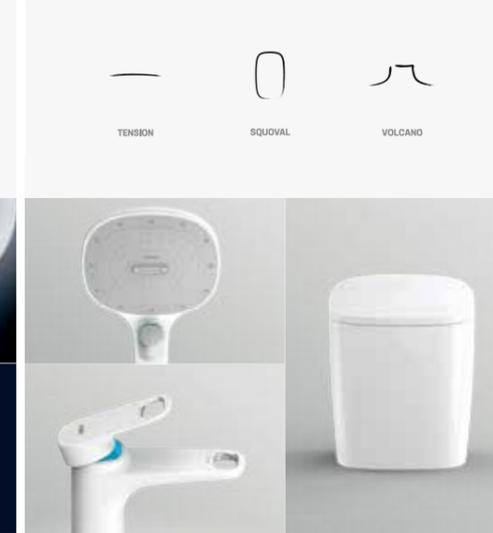
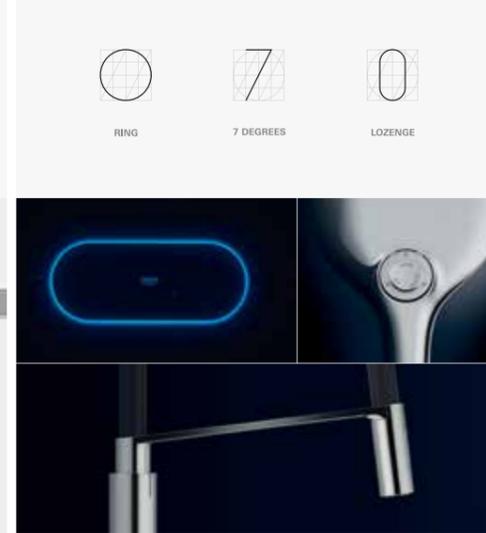
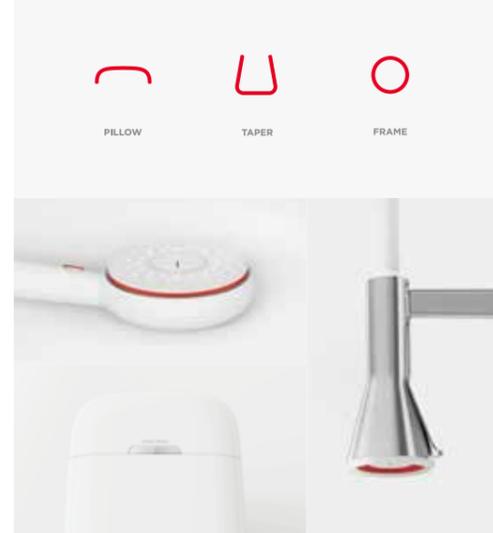
At LIXIL, design thinking is a key element in realizing consumers' needs and aspirations to make better homes a reality for everyone, everywhere. Through our global brand portfolio of iconic brands and advanced technologies, we provide unrivaled experiences through sustainable products that address real-life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

Over 500 award-winning innovations for better homes

LIXIL has been recognized with more than 500 international design awards, including the Red Dot Award, iF Design Award, Green Good Design Award, Perspective Awards, Iconic Awards: Innovative Interior and Innovative Architecture, Good Design Award, IDEA, Core77 and Design Plus.



LIXIL's award winning *Smart Delivery Box* enables users to remotely manage pickups and deliveries to suit their needs. The open space underneath gives it the impression that it is floating which is harmonious with various home exteriors. This IoT-enabled delivery box has received for multiple global design awards including Red Dot Award and the Gold Prize at the German Design Award.



Semantic elements communicate directly with consumers

LIXIL's Signature Elements for each of its power brands create distinctive products to meet consumer needs, while also ensuring a consistent look that makes them instantly recognizable. LIXIL's design-led approach begins with "presearch": studying consumer trends and behavior to ensure its products are meaningful and add value to people's lives, and defining the values for each brand.

Global in-house design team

LIXIL has global design studios in major cities across the world with over 120 designers. Our in-house designers work side by side every day with R&D, Marketing, and other business functions to harness synergies and implement consumer-centric design thinking into its products.



For more details about LIXIL Global Design, please see:



Corporate Responsibility



LIXIL's Corporate Responsibility Strategy

Our CR strategy outlines three core pillars of activity representing the most pressing global issues relevant to our business, and where we can leverage our expertise and global scale to drive positive impact. It plays an important role in pursuing LIXIL's Purpose to make better homes a reality for everyone, everywhere.

LIXIL's Purpose

Make better homes a reality for everyone, everywhere

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



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



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



For more information about our CR strategy, please visit our website



Strengthening collaboration with public and private partners to improve global sanitation and hygiene



LIXIL is committed to improving the livelihoods of 100 million people with our sanitation and hygiene solutions. To date, LIXIL has contributed to improved sanitation for 35 million users in 45 countries¹. Spearheaded by SATO, the brand of affordable toilet and handwashing solutions designed to meet the needs of underserved communities in developing economies, we support locals to participate and be part of the change. Since 2018, we have been working in Ethiopia, Kenya, and Tanzania through the "Make a Splash!" Partnership with the United Nations Children's Fund (UNICEF), and expanded to India, Indonesia, and Nigeria – some of the most populous countries in 2021. In addition, we initiated a new five-year partnership with the United States Agency for International Development (USAID) to reach millions more with improved sanitation and hygiene.

Learn more about SATO, please visit



1 As of June 2022

Contributing to circular homes and living



A better home is a sustainable home. LIXIL is making steady progress in achieving its Environmental Vision 2050 "Zero Carbon and Circular Living" and expanding product options that help consumers live comfortably and healthily while contributing to the future of the planet. For instance, TOSTEM EW resin windows, jointly developed with Profine Group has increased the ratio of recycled materials to roughly threefold that of conventional products. Together with public partners, LIXIL aims to create an ecosystem that promotes the circular use of materials. GROHE is also expanding its lineup of Cradle to Cradle Certified[®] products that are inspired by the regenerative power of nature and designed to be recycled and reused over and over.



TOSTEM's EW resin window

For more information on the LIXIL Environmental Vision, please see



Mobile Toilet, a mobile and barrier-free toilet

Updated Diversity and Inclusion strategy for employers and consumers



At LIXIL, inclusion is the goal and diversity is the result. With our updated comprehensive D&I strategy and implementation of supporting policies, LIXIL is accelerating efforts to leverage the knowledge and perspectives of its diverse workforce as a driver of growth and innovation. Aiming to be "inclusive for all," we are committed to improving the quality of life for all people through our products and services and have set ourselves ambitious key gender equality targets to include more women as a proxy for broader transformation. To this end, as an example, we have jointly developed the barrier-free Mobile Toilet with Toyota Motor Corporation to make public restrooms accessible for all, incorporating feedback from wheelchair users.

Learn more about our D&I strategy, please visit



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

2009

American Standard Asia Pacific becomes a subsidiary of INAX LIXIL Corporation

2013

American Standard Brands in the US becomes a subsidiary

2014

GROHE becomes an equity-method affiliated company of LIXIL Corporation¹

2020

LIXIL Group Corporation, the holding company, merges with subsidiary LIXIL Corporation, becoming a simplified operating company

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

1924

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

1967

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

2011

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

2013

American Standard starts production and sales of the SATO toilet system

¹ GROHE converted into a consolidated subsidiary in 2015

Cultural activities



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.



Principle group companies

Japan

COMPANY NAME	LOCATION
LIXIL Total Service Corporation	Sumida-ku,, Tokyo
Dinaone Corporation	Tokoname, Aichi
TM.S Corporation	Shinagawa-ku, Tokyo
LIXIL Total Hanbai Corporation	Shinagawa-ku, Tokyo
G TERIOR Corporation	Shinagawa-ku, Tokyo
Asahi Tostem Exterior Building Materials Co., Ltd.	Shinagawa-ku, Tokyo
LIXIL Toyo Sash Shoji Co., Ltd.	Sumida-ku, Tokyo
Sonitech Corporation	Sumida-ku, Tokyo
Kuwata Co., Ltd.	Suma-ku. Kobe, Hyogo
Oita Tostem Co., Ltd.	Oita, Oita
Nishi Kyushu Tostem Co., Ltd.	Saga, Saga
LIXIL TEPCO Smart Partners Inc.	Sumida-ku, Tokyo
LIXIL Renewal Corporation	Sumida-ku, Tokyo
LIXIL Living Solution Corporation	Shinagawa-ku, Tokyo
LIXIL Housing Research Institute, Ltd.	Shinagawa-ku, Tokyo
LIXIL REALTY, Corp.	Taito-ku, Tokyo
GHS Corporation	Shinagawa-ku, Tokyo
LIXIL Home Finance Corporation	Chiyoda-ku, Tokyo
Sanyo Homes Corporation	Nishi-ku, Osaka, Osaka

Overseas

COMPANY NAME	LOCATION
LIXIL Europe S.à r.l.	Luxembourg
Grohe AG	Düsseldorf, Germany
ASD Holding Corp.	New Jersey, USA
A-S CHINA PLUMBING PRODUCTS Ltd.	Cayman Islands
A-S (China) Co., Ltd.	Shanghai, China
LIXIL Vietnam Corporation	Hanoi, Vietnam
LIXIL (China) Investment Co., Ltd.	Shanghai, China
LIXIL Building Materials Manufacturing (Suzhou)	Suzhou, Jiangsu, China
LIXIL Sanitary Fitting Manufacturing (Suzhou)	Suzhou, Jiangsu, China
Taiwan Inax Corporation	Taipei, Taiwan
LIXIL India Sanitaryware Private Limited	Andhra pradesh, India
LIXIL AFRICA HOLDINGS (Pty) Ltd.	Krugersdorp, South Africa
LIXIL INTERNATIONAL Pte. Ltd.	Singapore
TOSTEM THAI Co., Ltd.	Pathumthani, Thailand
LIXIL Manufacturing (Dalian) Corporation	Dalian, Liaoning, China
LIXIL GLOBAL MANUFACTURING VIETNAM Co., Ltd.	Dong Nai, Vietnam
PT. LIXIL ALUMINIUM INDONESIA	Cileungsi, Indonesia
LIXIL WINDOW SYSTEMS PRIVATE LIMITED	Haryana, India

(As of November 30, 2022)

External evaluations & awards



Selected as a constituent of the FTSE4Good Index Series and FTSE Blossom Japan Index (July 2022)



Earned a place on CDP's Supplier Engagement Leaderboard published (February 2022)

**2022 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)**

Selected as a constituent of the MSCI Japan Empowering Women Index (WIN) (July 2022)



Earned a place on CDP's Water Security A List (December 2021)



Received the "Adaptation to Change" Award, an award of excellence, at the 4th Platinum Career Awards sponsored by Mitsubishi Research Institute, Inc. (June 2022)

Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA

Selected as a component of the DJSI World Index and DJSI Asia Pacific Index (November 2021)



Selected as a Digital Transformation Stock 2022 jointly by the Ministry of Economy, Trade and Industry, the Tokyo Stock Exchange, and the Information-technology Promotion Agency, Japan (June 2022)



Received 4.5 Stars on the Nikkei SDGs Management Survey, and 4 Stars on the Nikkei Smart Work Management Survey (November 2021)

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LIXIL Corporation
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November 30, 2022