

> CORPORATE PROFILE

2023-2024

LIXIL



› MAKE BETTER HOMES A REALITY FOR EVERYONE, EVERYWHERE

LIXIL's **Purpose** and **Behaviors** provide a unified way of working for all employees, helping us become a purpose-driven, entrepreneurial company that can achieve sustainable growth.

LIXIL's **PURPOSE**

MAKE BETTER HOMES A REALITY FOR EVERYONE, EVERYWHERE

LIXIL BEHAVIORS

› DO THE **RIGHT** THING

› WORK WITH **RESPECT**

› **EXPERIMENT** AND LEARN



> ABOUT LIXIL

LIXIL was born in 2011 through the merger of five of Japan's most successful building materials and housing companies, **TOSTEM, INAX, Shin Nikkei, Sunwave, and TOEX.**

Today, we're a global enterprise that has expanded internationally by acquiring some of the most trusted names in our industry, including **GROHE** and **American Standard.**

LIXIL makes pioneering water and housing products that solve everyday, real-life challenges, **making better homes a reality for everyone, everywhere**



TOUCHING THE LIVES OF OVER **1 BILLION PEOPLE**



PRESENT IN **150+ COUNTRIES**



OVER 100 YEARS BRAND LEGACY



› CEO MESSAGE

“While the world around us is rapidly changing, encouraging people to change their behaviors and lifestyles is not an easy task.

By offering innovative technologies and products, we are confident that **we can foster an environment where individuals can embrace new possibilities and adapt to changes in their lives without compromising on comfort.**

We will continue to actively transform our organization, aiming to foster a dynamic and entrepreneurial mindset and accelerate innovation across the company in pursuit of our purpose, to **“make better homes a reality for everyone, everywhere.”**”

LIXIL

MAKE BETTER HOMES A REALITY
FOR EVERYONE, EVERYWHERE

Kinya Seto

Director,
Representative Executive Officer,
President, and CEO

› PRESENT IN OVER 150 COUNTRIES

Total Revenue **\$11.0 billion**

› Employees



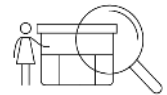
**APPROX.
55,000+**

› Factories



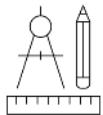
80 IN 10 MARKETS

› Showrooms

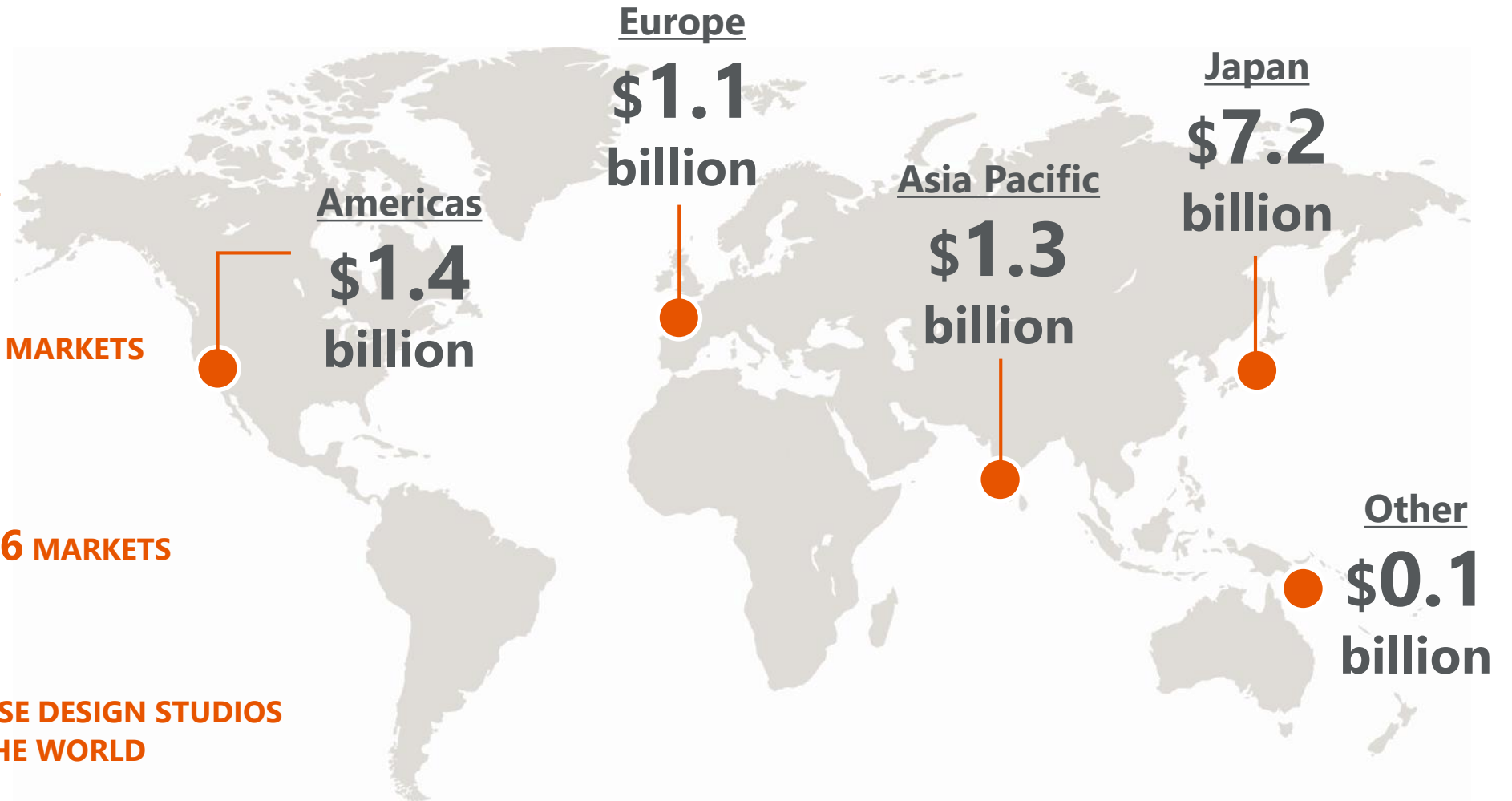


116 IN 16 MARKETS

› Design Studios



**8 IN-HOUSE DESIGN STUDIOS
ACROSS THE WORLD**



> CORPORATE HISTORY



Predecessor company of American Standard, is founded.

1875



Takejiro Ushioda sets up the predecessor of TOSTEM.

1924

1923



The predecessor INAX, is founded by Chozaburo Ina.

1936

Nihon Tategu Kogyo Co., Ltd. (later TOSTEM Corporation; currently LIXIL Corporation) is founded by Kenjiro Ushioda.

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



GROHE is founded by Friedrich Grohe.

1949

2009

American Standard Asia Pacific becomes a subsidiary of INAX Corporation.

**INAX
TOSTEM**

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

LIXIL

2011

2013

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

American Standard

2014



GROHE Group S.A.R.L. becomes an equity-method affiliated company of LIXIL Corporation.

2020

LIXIL Group Corporation merged with its wholly owned subsidiary LIXIL Corporation to form an operating company.

> PRODUCT HISTORY



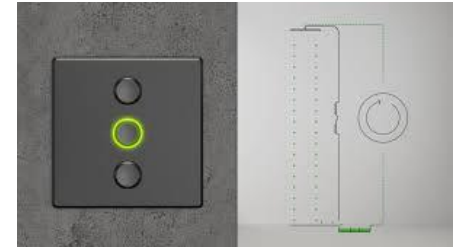
The founder of INAX provides technology advice on the production of exterior tiles for the Imperial Hotel building designed by Frank Lloyd Wright.



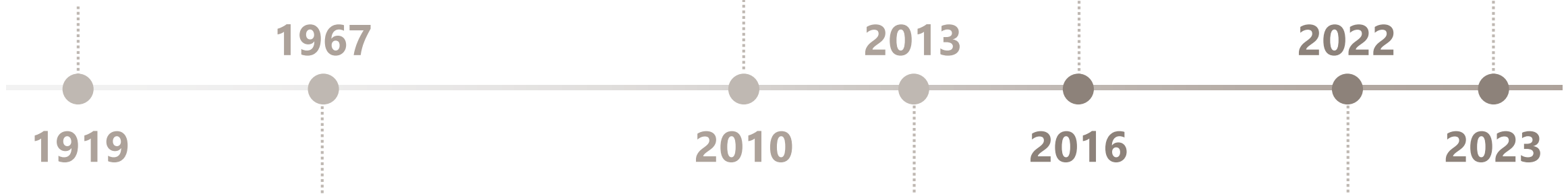
High-performance hybrid window SAMOS launches.



AQUA CERAMIC, an industry leading new material that prevents stains, launches



GROHE announces *Everstream*, a concept of recycling shower.



1919

1967

2010

2013

2016

2022

2023



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



Manufacturing and sales of SATO toilet pans begin.



Launched *PremiAL*, a series of low-carbon aluminum extrusion products.

› SHAPING THE INDUSTRY THROUGH ICONIC GLOBAL BRANDS

Global



INAX



American
Standard



TOSTEM



LIXIL

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.

Specialty



DXV



NODEA



COBRA
HERE FOR YOU



SATO

Japan



RICHELLE



SPAGE



Interio



exsior



SUPER WALL



AT
ASAHI TOSTEM

› OUR 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



Brands

INAX



American Standard



SPAGE



RICHELLE

Products

LIXIL Water Technology makes attractive and purposefully designed products for bathrooms and kitchens through powerful global brands

LIXIL Housing Technology



Brands

TOSTEM

exsior

NODEA

Interio

SUPER WALL



ASAHI TOSTEM

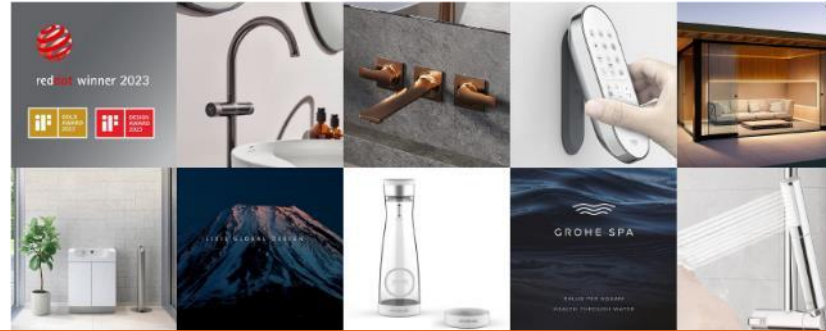
Products

LIXIL Housing Technology produces a range of housing-related products, from window sashes to entrance doors, exterior building materials, and interior furnishing materials.

> LIXIL GLOBAL DESIGN

At LIXIL, design thinking is a key element in realizing consumers' needs. Through our global portfolio of iconic brands and advanced technology, we provide unrivaled experiences through sustainable products that address real-life challenges around the world.

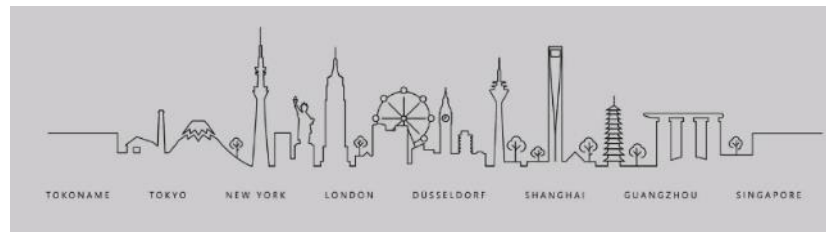
**INTERNATIONAL
DESIGN AWARDS**
600+



120+
IN-HOUSE DESIGNERS



8
IN-HOUSE DESIGN STUDIOS



➤ **IMPACT**

› IMPACT STRATEGY

Supporting LIXIL's Corporate Purpose, our Impact Strategy consists of 3 core pillars. These areas represent the most pressing global issues where we can drive significant impact through our business.

<p>Commitment</p>	<p>LIXIL's Purpose is to make better homes a reality for everyone, everywhere</p> <p>We do this through actions and innovations designed to create positive impact in the world, today and tomorrow.</p>		
	<p>Three Strategic Pillars</p>	<p>Global Sanitation & Hygiene </p>	<p>Water Conservation & Environmental Sustainability </p>
<p>Sanitation and Hygiene for All</p> <p>We innovate variable products, solutions, and business models to elevate standards of living through improved sanitation and hygiene.</p>		<p>Zero Carbon and Circular Living</p> <p>We promote the responsible use of energy, water and natural resources. From our operations and throughout our product lifecycle, we minimize our ecological footprint and scale innovation to help our partners and consumers protect the environment today and for generations to come.</p>	<p>Inclusive for All</p> <p>We promote diversity and inclusion, starting with building an equitable workplace. By leveraging the knowledge and perspectives of our diverse employee base and together with stakeholders, we stimulate innovation and collaboration that enables everyone to live more comfortably and healthily and reach their full potential.</p>
			

› SANITATION & HYGIENE SOLUTIONS

Global Sanitation & Hygiene



People who do not have access to safe, hygienic toilets

Approx. 3.4 billion

Among which practice open defecation

Approx. 410 million

People who do not have facilities to wash their hands in their homes

Approx. 2 billion

Children under the age of five who have lost their lives due to diarrheal disease

Approx. over 700 / day

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



The SATO Social business expanding its impact, celebrating its tenth anniversary in 2023

› SATO Toilets and Components

Easy to install and saves up to 80% water compared to flush toilets



7.5 million
Units shipped



45 Countries
reached



45 million
Improved access to basic sanitation

SATO
10
YEARS AND COUNTING

› SATO Tap

An affordable handwashing solution suitable for use anywhere at home or shared in communities.



> ENVIRONMENT

Water Conservation & Environmental Sustainability



The LIXIL Environmental vision 2050



ZERO CARBON
AND
CIRCULAR
LIVING

By 2050, LIXIL aims to reduce CO₂ emissions from our business processes, products, and services to net zero to preserve water and limited resources for future generations

To maximize the impact we create throughout our business, we focus on **Our Operations, Our Value Chain** and how we are **Expanding Our Impact**



> Examples

Climate Change Mitigation and Adaptation



Replus High-Insulation General-Purpose Frame (TOSTEM)

Further Enhancing Housing Window and Door Insulation Performance

Water Sustainability



Water-recycling shower concept Everstream (GROHE)

Fostering innovation to support sustainable living without compromising on comfort of water experience

Circular Economy



PremiAL, a series of aluminum extrusion products which uses recycled aluminum as raw material.

Promote use of recycled and renewable materials

> DIVERSITY & INCLUSION

Diversity & Inclusion



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

GOALS BY 2030



50:50
gender ratio
for Directors and
Executive Officers



30% females
In managerial
positions



Maintain 50:50
for Japan new
graduates



> Embedding a culture of inclusion



As part of our company-wide D&I activities, we have embedded five global Employee Resource Groups (ERGs) — Better Together, Multi-cultural, Ability, Working Parents & Caregivers, and LGBTQ



Multi-cultural: celebrating the diverse and multi cultural community at LIXIL



Better Together: advocating and working towards gender equity at LIXIL



Working Parents & Caregivers: supporting working parents and caregiving LIXIL employees



Ability: empowering LIXIL employees with seen and unseen disabilities



LGBTQ+: creating a safe and supportive LIXIL for LGBTQ+ employees

> Inclusive access through LIXIL's own products, services and consumer touchpoints



KINUAMI showering system helps those who find it difficult to wash properly, an important advancement in care for the elderly.



Art Brut *Ecocarats* : Tiles featuring designs by neurodivergent artists in collaboration with Herabony Co., Ltd.