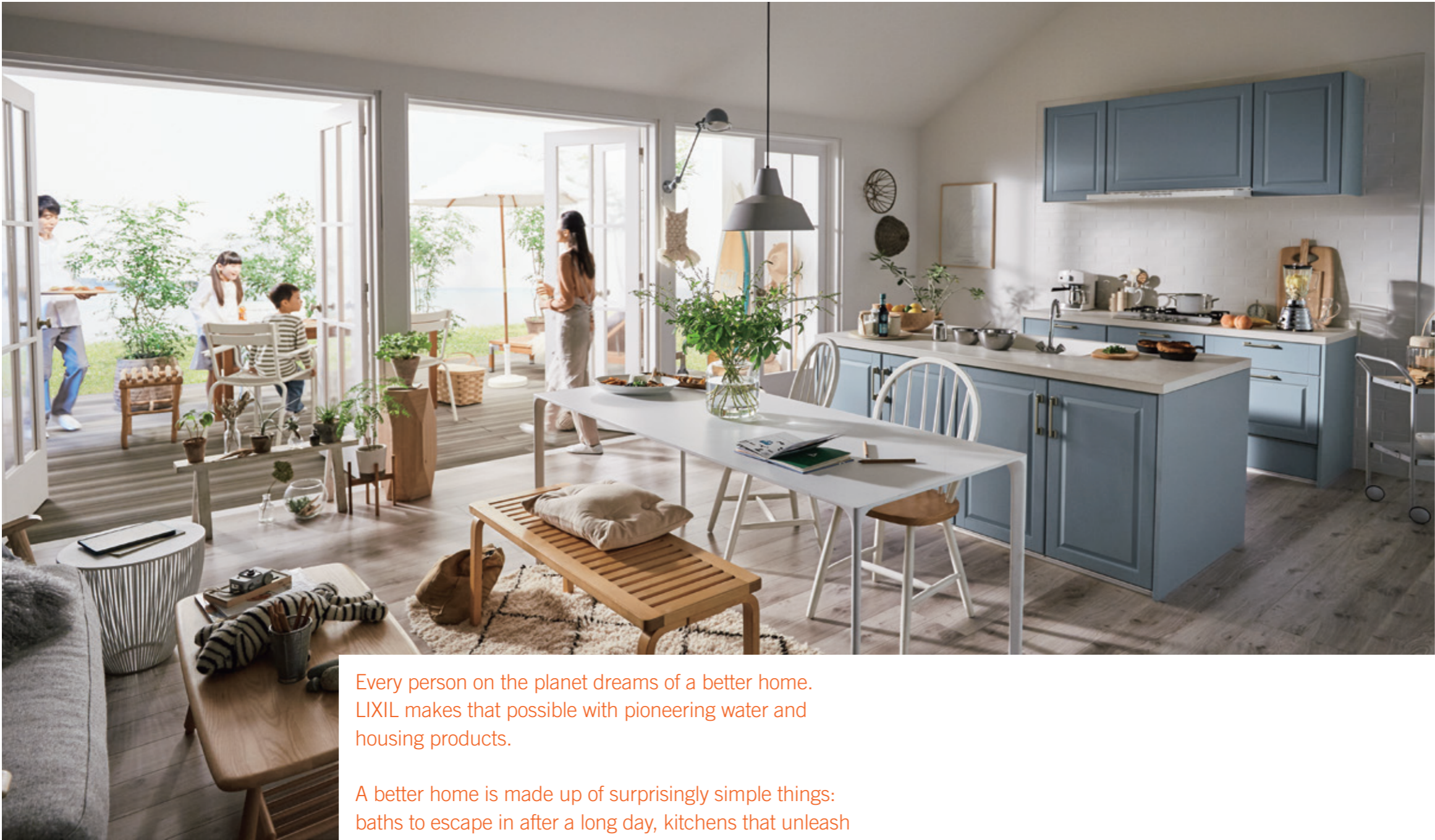


➤ LIXIL GROUP PROFILE 2018–19





Every person on the planet dreams of a better home. LIXIL makes that possible with pioneering water and housing products.

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, showers and faucets to experience water in new ways, and interiors and exteriors that bring spaces to life.

LIXIL makes better homes a reality for everyone, everywhere. It makes things that matter to all sorts of different people, to the many communities it is part of, and to sustainably support the world around it. LIXIL is proud that its products touch the lives of more than a billion people every day, but believes it has the potential to still do so much more.

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"We are differentiating ourselves through design, technology, quality, and brands."



Message from the CEO: Kinya Seto

Director
Representative Executive Officer
President and Chief Executive Officer

LIXIL makes pioneering water and housing products that solve everyday, real-life challenges, making better homes a reality for everyone, everywhere. Our approach comes to life through our portfolio of the industry's most trusted brands, including INAX, GROHE, American Standard, and TOSTEM. With over 65,000 colleagues in more than 150 countries, we are proud to make products that touch the lives of more than a billion people every day.

FYE2018: A Foundation for Sustainable Growth

In the fiscal year ended March 31, 2018, we made solid progress and positioned ourselves to start our new three-year Medium-Term Plan (MTP), which will put LIXIL on a path of sustainable growth.

Our water technology business (LWT) is now on a strong footing for success, expanding in Japan and overseas markets. Having multiple powerful, culturally rooted brands allows us to leverage good ideas across all of the LWT businesses around the world.

We have also made significant progress in improving supply capacity so we can better meet demand, and are investing in initiatives to get closer to the consumer. We are now well positioned to become a full bathroom solutions provider worldwide in the coming years, and will continue to focus on expanding our line-up of differentiated products to meet consumer demand.

Our housing technology business (LHT) is a market leader in Japan. Over the last fiscal year, we have implemented short-term measures and a long-term roadmap to strengthen the business.

This included streamlining our operations, as well as accelerating product development and launch cycles to respond more quickly to market trends. Over the next two

to three years, we will concentrate on driving product differentiation in Japan, which we will then roll out into other markets – in particular, Asia.

Throughout the fiscal year, we also continued to streamline our organization, optimize our business portfolio, and strengthen our balance sheet. I'm proud to report that we ended the year with a record high net profit, reflecting a company that is leaner, faster, and more manageable.

Design-Led Innovation

Under the new MTP, we are differentiating ourselves through design, technology, quality, and brands. One of my goals has been to transform LIXIL into a more design-oriented company by integrating design-led thinking into all the processes of the product lifecycle to address consumer challenges and enhance the consumer's experience. We are beginning to see the benefits of this approach. For instance, last year LWT received an industry-leading 66 design awards, which has heightened the market's perception of LIXIL as a design company.

INAX, GROHE, and American Standard now all have different brand equity and profiles as well. These brands, along with our strengths in quality and technology, clearly differentiate us from our competitors.

A Consumer-Focused Mind-Set

On top of differentiated products, we are becoming much more consumer focused. Our investment in mass marketing raised our brand recognition significantly; we will now focus on data-driven targeted communication. It is important that we understand how consumer lifestyles are changing, how tastes and trends are evolving, and how people are purchasing and interacting with our products. Examples include introducing our new consumer-facing power brands in Japan, which will boost the recognition of our products among consumers. Other examples include direct-to-consumer business models – whether in Japan, the US, or in China – and rolling out digital technologies and related business models to meet the needs that consumers don't even know they have yet.

"Our goal is to become a company that employees are proud of, a company that evokes passion, respect, and an entrepreneurial spirit."

Purpose-Driven and Entrepreneurial

At the heart of our plans are our people. Our goal is to become a company that employees are proud of, a company that evokes passion, respect, and an entrepreneurial spirit.

LIXIL is in a unique position to make a difference – we have the technology, expertise, and desire to contribute to environmental and social issues on a global scale, especially around challenging social issues related to sanitation and hygiene. I believe we can play a leadership role on these issues, and LIXIL employees will be able to find a deeper meaning in their work and feel proud of the company.



I also believe we need to become a company that works with greater speed to get things done, and one that embodies both enterprise thinking and an entrepreneurial spirit. To create a common foundation from which all employees can work toward the same goals, we are focusing on three key behaviors as the source of future competitiveness.

The first of these behaviors is to "do the right thing," or going beyond a mere understanding of the rules and ethics to demonstrate a strong sense of ownership. It also refers to making decisions, taking action with integrity, and operating with self-belief.

The second, "work with respect," calls for us to understand others in order to respect them. Of course, understanding others requires us to exchange opinions and ideas openly, and the mutual understanding that results creates a sense of unity and alignment.

The third key behavior is to "experiment and learn." We aim to encourage employees to experiment in small ways, because we believe that lessons learned from experimenting – even failures – are an important investment in future innovation. This behavior is particularly important for me and, I believe, for the Company. For LIXIL to achieve future success, we need to be agile and entrepreneurial.

Differentiating for future success

I believe the future is bright for companies that can respond to new opportunities. I think our industry is well positioned to respond to megatrends in demography and technology.

In the automotive industry, for example, technological advances can cause traditional markets to shrink. By contrast, technological change provides more opportunities for growth and connectivity between different parts of our business. The important point now is how we will differentiate ourselves.

LIXIL Core (Corporate Philosophy)

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

LIXIL Behaviors

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

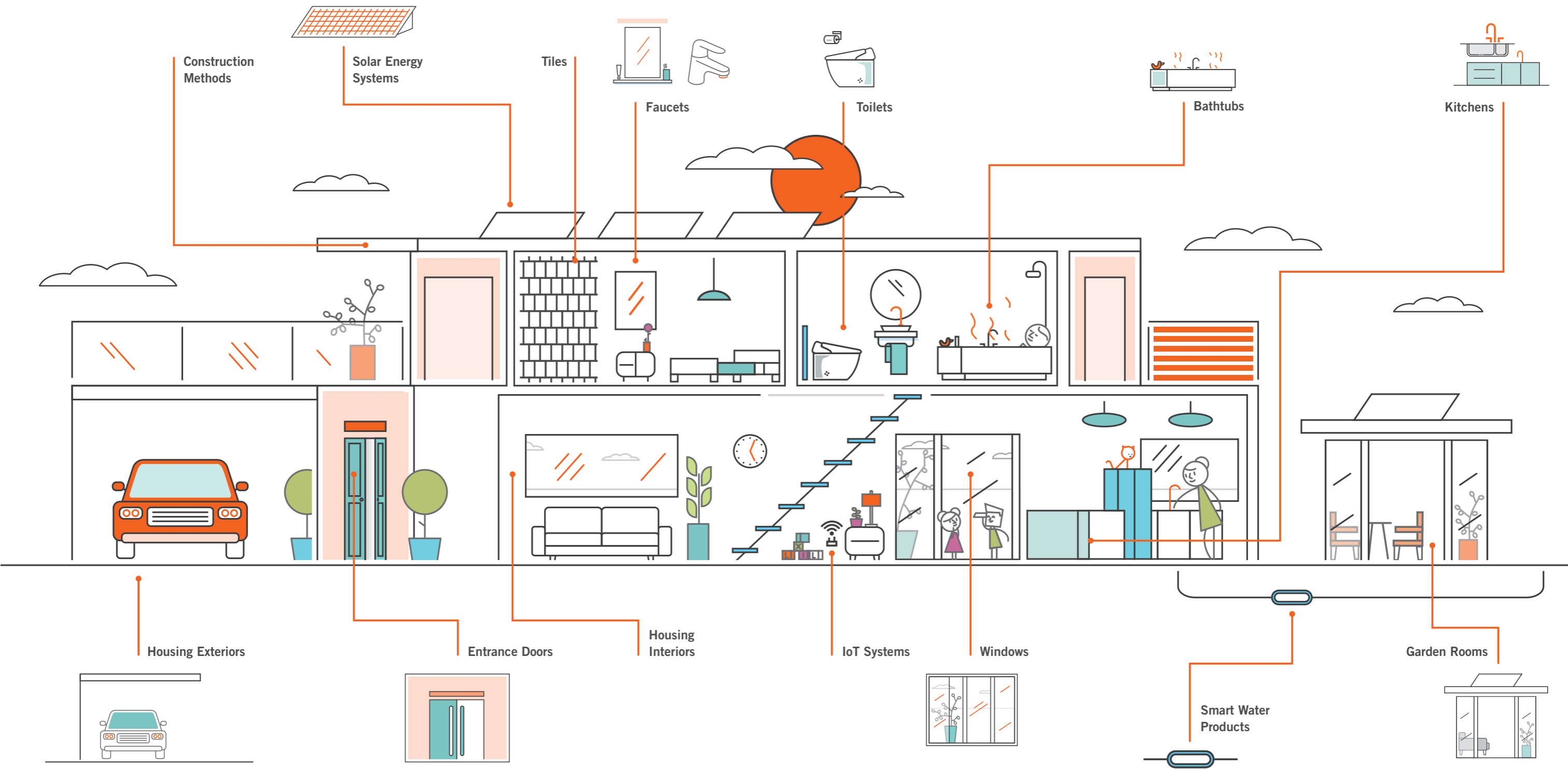
**DO THE
RIGHT THING**

**WORK WITH
RESPECT**

**EXPERIMENT
AND LEARN**

Creating the Dream Home

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



Design-Led Innovation

LIXIL makes things that matter – to all sort of different people and to the world it is part of. Integrating cutting-edge technology into consumer-centric design, LIXIL makes products that solve real-life challenges, suit individual preferences, all while contributing to environmental sustainability.

Our award-wining, in-house design teams in Nagoya, Tokyo, New York, Bangkok, and Düsseldorf are involved in every step of the development process, enhancing the consumer's experience.



American Standard's *Genie Hand Shower* is made for consumers living in areas with low water pressure. Its design helps to increase water pressure and makes cleaning the inside of the shower head easy.



GROHE *Sensia Arena* – a shower toilet that combines LIXIL's most cutting-edge shower toilet technology from Japan with German design and engineering.



TOSTEM *LW* consists of a single large glass door that slides open sideways. The frame is almost invisible from inside the room, creating a bright open space that connects the inside and outside of the house.

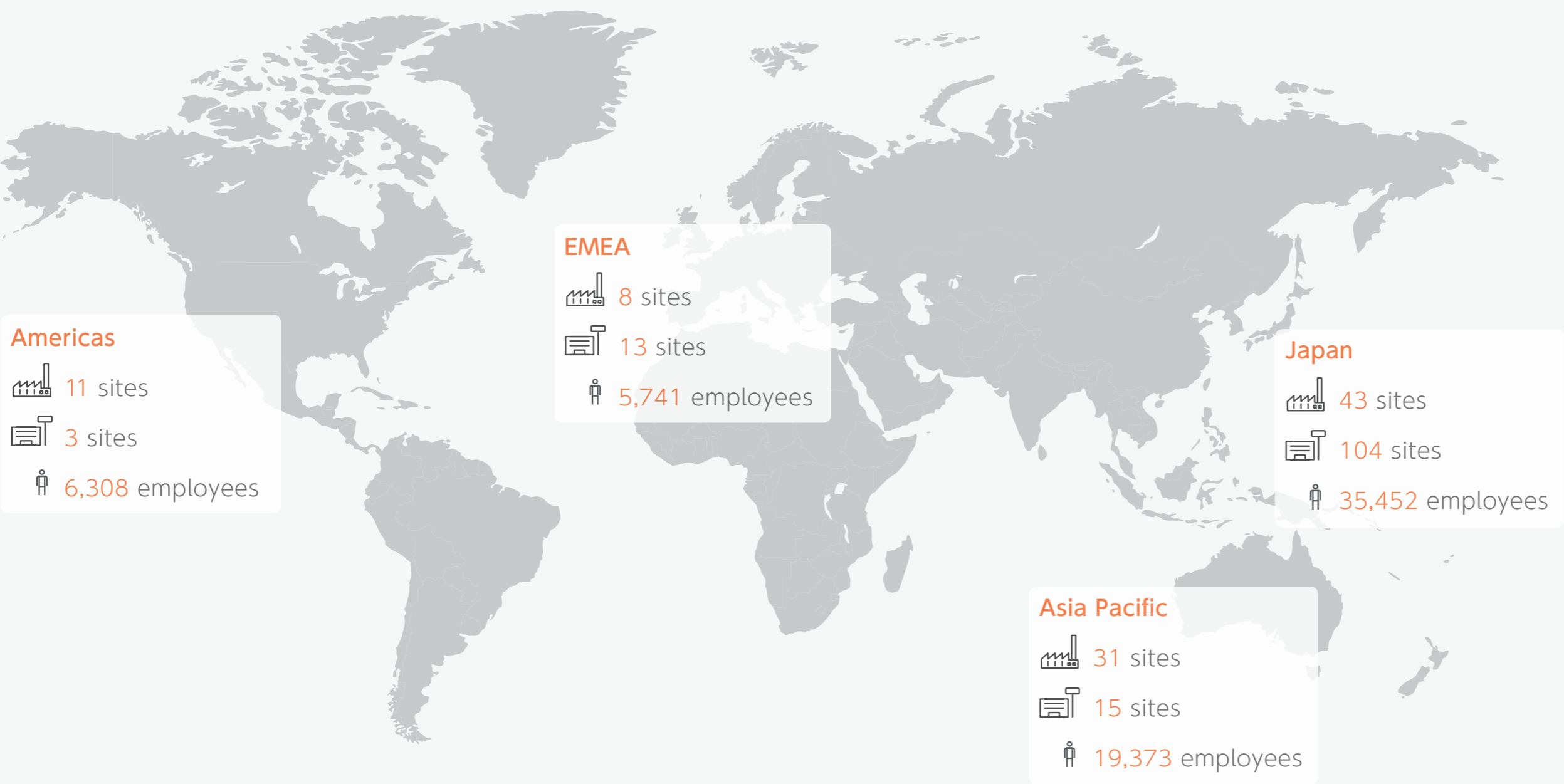


INAX *Ecocarar* is an attractive ceramic wall tile that can control humidity levels, help reduce odors, prevent the spread of mites and mold, as well as skin from drying out.

Global Presence As of March 31, 2018

LIXIL has 93 factories in 14 countries and 135 showrooms in 22 countries serving its regional markets. Its global product supply system includes 50 factories outside Japan in areas where growth is expected from a global perspective.

Numbers of Factories and Showrooms by Country and Region



Review of Operations As of July 31, 2018

1 LIXIL Group has decided to sell its shares of LIXIL SUZUKI SHUTTER CORPORATION.
2 Due to the LIXIL Group's decision to divest consolidated subsidiary Permasteelisa S.p.A. in August 2017, the Company has classified the operations of Permasteelisa and all of its subsidiaries as discontinued operations.

Holding Company	Business	Principal Products and Services	Operating Company	Location
<div>LIXIL</div> <div>LIXIL Group Corporation</div>	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 water products.	LIXIL Corporation LIXIL Total Service Corporation Dinaone Corporation TM.S Corporation GROHE Group S.à r.l. ASD Holding Corp. A-S CHINA PLUMBING PRODUCTS Ltd. LIXIL Vietnam Corporation LIXIL Building Materials Manufacturing (Suzhou) Corporation LIXIL Sanitary Fitting Manufacturing (Suzhou) Corporation Taiwan Inax Corporation	Tokyo, Japan Tokyo, Japan Aichi, Japan Tokyo, Japan Luxembourg New Jersey, USA Cayman Islands Hanoi, Vietnam Suzhou, China Suzhou, China Taipei, Taiwan
	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 photovoltaic systems	LIXIL Corporation LIXIL Total Hanbai Corporation Kawashima Selkon Textiles Co., Ltd. G TERIOR Corporation Asahi Tostem Exterior Building Materials Co., Ltd. LIXIL SUZUKI SHUTTER CORPORATION ¹ 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. LG-TOSTEM BM Co., Ltd. PT. LIXIL ALUMINIUM INDONESIA LIXIL Window Systems Private Limited	Tokyo, Japan Tokyo, Japan Kyoto, Japan Tokyo, Japan Tokyo, Japan Tokyo, Japan Tokyo, Japan Tokyo, Japan Kobe, Japan Oita, Japan Saga, Japan Tokyo, Japan Pathumthani, Thailand Dalian, China Dong Nai, Vietnam Seoul, Korea Cileungsi, Indonesia Haryana, India
	Building Technology	Metal building materials Curtain walls, building sashes, and store facades	LIXIL Corporation LIXIL Renewal Corporation Permasteelisa S.p.A. ²	Tokyo, Japan Tokyo, Japan Veneto, Italy
	Distribution and Retail	Home centers Household products, DIY products, and building materials	LIXIL VIVA CORPORATION	Saitama, Japan
	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 Nursing home business Nursing homes Financial services business Housing loans	LIXIL Corporation 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	Tokyo, Japan Tokyo, Japan Tokyo, Japan Tokyo, Japan Tokyo, Japan Tokyo, Japan Tokyo, Japan Tokyo, Japan Tokyo, Japan
	Other	Services for Group companies	LIXIL Group Finance Corporation	Tokyo, Japan

Water Technology

LIXIL uses the power of water to provide bathroom and kitchen products that matter to people. Its well established global brands provide a full suite of products that respond to consumer needs, from the luxurious to the functional, all over the world.

Products



Fixtures & Vanities



Toilets



Faucets



Bathroom Fittings



Showers



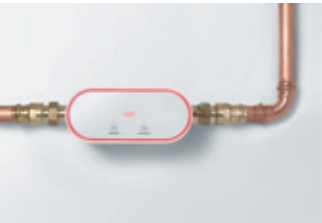
Bathtubs



Kitchen Systems



Tiles



Smart Water Products

Brands

INAX

INAX provides products combining Japanese thoughtfulness with technology developed over the years as a pioneering manufacturer of bathroom and sanitary fixtures, tiles, and building materials.



GROHE provides innovative water products for every aspect of the bathroom and the kitchen, offering exceptional customer experiences, all from a single, reliable source.



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.



COBRA, a homegrown brand that has become part of life in South Africa, offers water products that 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.

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.

SATO

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

Housing Technology

LIXIL's portfolio of pioneering housing brands create window sashes, doors, exterior building materials, and interior furnishing materials and fabrics that help make a better home a reality.

Products



Windows



Entrance Doors



Exteriors



Wooden Interior Furnishing Materials



Interior Fabrics



Siding

Brands

TOSTEM

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

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 a delightful time surrounded by nature.

SUPER WALL

SUPER WALL provides healthy, comfortable, and safe living through a construction method for homes which uses high thermal insulation panels.



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



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

Building Technology

LIXIL seeks to improve quality of life in cities by constructing buildings that help to protect the environment and provide better spaces to live and work.



Curtain Walls



Building Sashes



Project Managment

Distribution and Retail

In Japan, LIXIL provides consumers with a unique array of housing and lifestyle-related products, materials, and services through its Super VIVA Home and VIVA Home stores.

Super VIVA HOME
ホームセンター スーパービバホーム

ビバホーム
ホームセンター LIXIL VIVA

LIXIL VIVA operates two home center chains, VIVA HOME and SUPER VIVA HOME, offering an extensive selection of products to create comfortable homes and living environments. Viva Home is structured as a convenient community-based housing and lifestyle store, while Super Viva Home is the "next generation" giant home center, with sales floors of over 10,000 square meters.



Housing and Services

LIXIL offers dedicated services to enhance the value of people's homes in Japan, from home construction and renovation to housing-related financial services.



LIXIL
住生活ソリューション

LIXIL Living Solution Corporation provides totally coordinated housing and living related services that enhance the value of people's homes for corporate clients as well as consumers.

JAPAN HOME SHIELD

JAPAN HOME SHIELD CORPORATION provides a broad range of support for safe and secure home building by conducting ground surveys, analyses, structure design, and building inspections.

LIXIL
住宅研究所

LIXIL Housing Research Institute, Ltd. operates three nationwide homebuilding franchise chains EyeFul Home, FiACE Home, and GL Home.

LIXIL
ホームファイナンス

LIXIL HOME FINANCE, Corp. provides loan services including "Flat 35" long-term fixed loans, and home insurance products.

LIXIL REALTY

LIXIL REALTY, Corp. offers a comprehensive range of housing and real estate-related services including property transactions, leasing, brokerage, property lease management, construction, renovation, consulting and management of company housing.

LIXIL Senior Life Company

LIXIL Senior Life Company operates the Felio and Regius chains of private retirement homes, the former offering nursing care services and the latter being similar to regular housing.

ERA
REAL ESTATE JAPAN

LIXIL ERA Japan, Corp. operates as the Japanese headquarters of ERA Real Estate, a U.S. based real estate brokerage franchise operator that manages a network spanning across over 30 countries and regions around the world.

Corporate Responsibility

LIXIL is committed to improving the quality of people's lives around the world and pursuing the growth of its businesses through responsible and sustainable innovation.

Every person on the planet dreams of a better home, and LIXIL aims to help them achieve that dream – whether it is by renovating their kitchen in Tokyo or by installing their first toilet in Nairobi. LIXIL's corporate responsibility agenda reflects its greater purpose as a company. Through our corporate responsibility strategy, LIXIL will contribute to the sustainable development of society at large and the planet.

Corporate Responsibility Mission
To be the most trusted company by enhancing living spaces through innovative, responsible engagements and initiatives around the world.

Global Sanitation & Hygiene

"100 Million People"

By 2020, improve the livelihood of 100 million people through sanitation and hygiene solutions



Example:
SATO is a lineup of innovative, affordable toilet systems, enabling basic sanitation for around 9 million people who previously lacked access.

Water Conservation & Environmental Sustainability

"Net Zero"

By 2030, achieve a net zero balance between LIXIL's environmental footprint and the positive environmental contributions created through our products and services



Example:
LIXIL SAMOS X is an energy-efficient window with high thermal insulation that balances performance and cost.

Diversity & Inclusion

"Inclusive for All"

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



Example:
American Standard Walk-in Tubs are designed to be accessible to all users to enjoy a safe and comfortable bath in their own homes.

Tackling Challenges in Global Sanitation and Hygiene

About 2.3 billion people around the world do not have access to basic sanitation, while every two minutes a child under the age of five dies from diarrheal diseases caused by unsanitary water and living conditions. The lack of toilets in schools in disadvantaged areas can be an obstacle to girls continuing with their education after they reach puberty, and women who have to defecate outside are at risk of being assaulted.

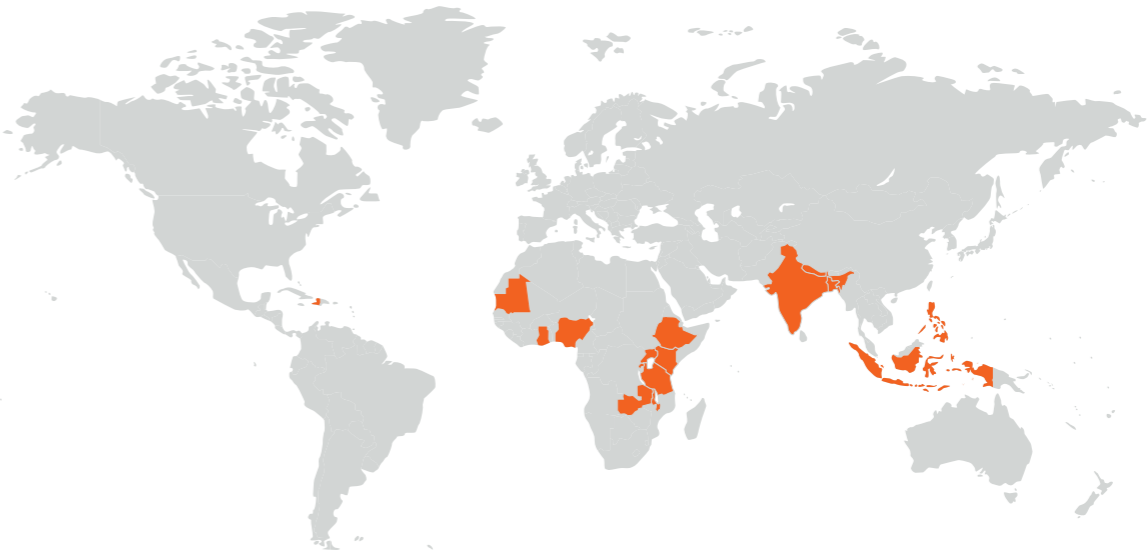
LIXIL has pledged to provide better sanitation to 100 million people by 2020. Today, it is providing multiple solutions tailored to the unique circumstances and needs of individual regions. This includes its affordable SATO Toilet Systems for developing countries, which help minimize odor, require little water to flush, and help keep out disease-carrying flying insects.

LIXIL is also focused on driving scale through strategic partnerships to reach more people. Since 2013, LIXIL has been collaborating with the United Nations Children's Fund (UNICEF) on sanitation issues, and in 2018, LIXIL and UNICEF announced "Make a Splash! Toilets for All," a new international partnership that will contribute to global efforts to improve access to basic sanitation for 250 million people around the world by 2021.

LIXIL will continue to build partnerships with governments, NGOs, and other types of organizations to help make a difference.



SATO Toilet Systems are enabling improved sanitation for around 9 million people* in over 15 countries today.



*This is calculated by assuming that there is an average of five users for every SATO unit shipped as of March 2018.

Cultural Activities

LIXIL believes that good living requires both functional comfort and aesthetic beauty. Throughout the company's history, architects, designers, and craftsmen have worked together to integrate form and function in its products – a tradition we call LIVING CULTURE.



Kawashima Textile Museum



KUMA LAB: Weaving
Kengo Kuma Laboratory,
The University of Tokyo
Department of Architecture

Photo by: Chieko Shirahashi

By facilitating the spirit of LIVING CULTURE through its museums, galleries, and publishing activities, LIXIL encourages learning from the past and challenges the status quo to encourage continued innovation in the technology and design of living spaces. LIVING CULTURE represents LIXIL's commitment to ensure that its products and services are always relevant to people, their lifestyles, and the times.

Museums

INAX MUSEUMS is based in Tokoname, Japan. Home of the INAX brand, visitors can experience firsthand the spirit of LIXIL's manufacturing culture. INAX MUSEUMS is composed of the Tile Museum, which is the only museum in Japan that specializes in the history of decorative tiles, and five other museums and exhibitions that demonstrate the world of clay, ceramics, and craftsmanship.

Kawashima Textile Museum, operated by LIXIL's Kawashima Selkon Textiles, promotes the spirit of craftsmanship in textile production and preserves and exhibits items from a huge historical repository of textiles and related

materials centering on dyed woven fabrics and ancient documents collected by the founders from all over the world.

Gallery

The LIXIL GALLERY hosts three types of exhibitions: Touring Exhibitions, Art & Architecture Exhibitions, and Ceramics Exhibitions. Each project is organized to present and inspire innovative, futuristic, and creative ideas and approaches associated with housing, lifestyles, design, architecture, and art, including collaborative work with leading Japanese creators.

Publications

LIXIL Publishing specializes in the fields of urban culture, architecture, design, and lifestyle, attempting to offer new ideas and perspectives on various social themes. It also runs a website, named 10+1, which is a platform to discuss topics associated with today's urban culture and society.

www.livingculture.lixil/en

History

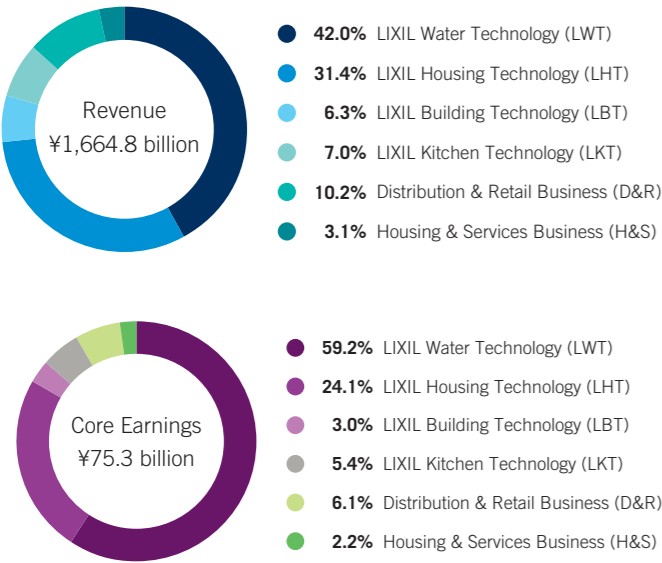
For over 100 years, the successful brands that are part of LIXIL have combined the best of the past with a vision for the future.

- 1843** Company founder Jimbei Kawashima launches a fabrics store, the predecessor of Kawashima Selkon Textiles Co., Ltd.
- 1875** Standard Manufacturing, the predecessor of American Standard, is founded to produce cast-iron water closets, washstands and bathtubs.
- 1919** The founder of INAX provides technology advice on the production of exterior tiles for the Imperial Hotel building designed by Frank Lloyd Wright.
- 1923** Takejiro Ushioda sets up the Myokenya store, the predecessor of Tostem Corporation, to launch a wooden fittings retail business.
- 1924** Ina Seito Co., Ltd., the predecessor of INAX, is founded by Chozaburo Ina to manufacture tiles, earthenware pipes, and terracotta.
- 1936** Chugai Seiko Co., Ltd., the predecessor of SUNWAVE CORPORATION, is founded by Ryoza Yoshizaki. GROHE is founded by Friedrich Grohe, acquiring Berkenhoff & Paschedag.
- 1945** INAX launches production of ceramic sanitary ware.
- 1949** Nihon Tategu Kogyo Co., Ltd. (later Tostem Corporation; currently LIXIL Group Corporation) is founded by Kenjiro Ushioda.
- 1956** SUNWAVE develops Japan's first mass production technology for high-quality, low-priced stainless steel sinks.
- 1958** INAX launches production of FRP bathtubs.
- 1960** American Standard launches a new-type (push-pull) faucet.
- 1967** INAX launches the first made-in-Japan shower toilet.
- 1968** Tostem and Shin Nikkei undertake Japan's first super high-rise curtain wall project for the Kasumigaseki Building.
- 1971** Tostem launches a new aluminum window sash designed to prevent rainwater seepage and allow easier cleaning.
- 1974** Toyo Exterior Co., Ltd. is established.
- 1984** Shin Nikkei Co., Ltd. is established.
- 1988** TOEX launches Japan's first full-open/full-close glass-paneled "garden room."
- 2001** Tostem Corporation is renamed Tostem Inax Holding Corporation, and becomes a pure holding company. Tostem Corporation (currently LIXIL Corporation), an operating company, is established through a corporate separation. Inax Corporation joins the Group. INAX launches tankless flush toilets.
- 2004** Tostem Inax Holding Corporation is renamed JS Group Corporation.
- 2007** INAX and Tostem develop a bathroom drainage system designed to significantly increase cleaning functionality.
- 2009** American Standard Asia Pacific becomes a subsidiary of Inax Corporation.
- 2010** SUNWAVE CORPORATION and Shin Nikkei Co., Ltd. become subsidiaries. TOSTEM launches a window featuring significantly increased heat insulation due to expansion of the double-glazed area.
- 2011** Tostem, INAX, Shin Nikkei, SUNWAVE and Toyo Exterior are integrated to establish LIXIL Corporation. Kawashima Selkon Textiles Co., Ltd. becomes a subsidiary.
- 2013** ASD Holding Corp. in the US becomes a subsidiary of LIXIL Corporation.
- 2014** GROHE Group s.à r.l becomes an equity-method affiliated company of LIXIL Corporation.
- 2015** LIXIL Corporation converts GROHE Group s.à r.l into a consolidated subsidiary.
- 2016** LIXIL launches the new hygienic sanitary ware technology AQUA CERAMIC.
- 2017** LIXIL VIVA CORPORATION is listed on the first section of the Tokyo Stock Exchange.

Financial Highlights Year ended March 31, 2018

LIXIL Group Corporation and Consolidated Subsidiaries

Revenue and Core Earnings



*Integrated into Water Technology in FYE2019

Management Indicators (IFRS)

Year ended March 31, 2018	(¥ million)
Revenue	1,664,817
Core earnings	75,319
Profit (loss) attributable to owners of the parent	54,581
Total assets	2,107,131
Total equity	649,573
Ratio of equity attributable to owners of the parent	29.3%
Dividends per share	¥ 65
Number of subsidiaries	302
Number of equity-method affiliates	67

Business Overview As of March 31, 2018

Board of Directors

Yoichiro Ushioda
Kinya Seto
Yoshizumi Kanamori
Yoshinobu Kikuchi
Keiichiro Ina
Haruo Shirai
Ryuichi Kawamoto
Tsutomu Kawaguchi
Main Kohda
Barbara Judge
Hirokazu Yamanashi
Hiroto Yoshimura

Executive Officers

Kinya Seto	Representative Executive Officer, President & Chief Executive Officer (CEO)
Sachio Matsumoto	Representative Executive Officer, Executive Vice President, and Chief Financial Officer (CFO)
Kazuhiko Ootsubo	Executive Officer, Vice President
Jin Song Montesano	Executive Officer, Chief Public Affairs Officer (CPAO)
Harumi Matsumura	Executive Officer, Chief Human Resources Officer (CHRO)
Ryo Nihei	Executive Officer, Chief Technology Officer (CTO)
Yugo Kanazawa	Executive Officer, Chief Digital Officer (CDO)
Yutaka Nakamura	Executive Officer, Chief Legal Officer (CLO)

Company Name	LIXIL Group Corporation
Established	September 19, 1949
Registered Office	2-1-1 Ojima, Koto-ku, Tokyo 136-8535, Japan
Headquarters	36F, Kasumigaseki Building, 3-2-5 Kasumigaseki, Chiyoda-ku, Tokyo 100-6036, Japan
Paid-in Capital	¥68.1 billion
Fiscal Year Closing	March 31
Employees	61,140 (Consolidated basis)
Shares Outstanding	313,054,255

Overview of Major Businesses

The Company controls and manages domestic and overseas companies that operate housing-related businesses and urban environment related businesses through acquisition or holding of stocks.



LIXIL Group Corporation

36F, Kasumigaseki Building, 3-2-5 Kasumigaseki,
Chiyoda-ku, Tokyo 100-6036, Japan
www.lixil.com



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