



Link to Good Living

LIXIL GROUP PROFILE
2013-14



Link to Good Living

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



LIXIL Corporation participated in the HOUSE VISION 2013 TOKYO EXHIBITION, displaying a model home as a joint project with Japanese architect Toyo Ito. With this collaboration, we proposed a new vision of home and lifestyles under the theme "Beyond the Residence." Designed to represent the oxymoronic sub-concept of "imagining a house for the nostalgic future," the model home has integrated Japanese traditional lifestyle-related wisdom and modern technologies to create a comfortable residential space filled with natural elements. Specifically, one key feature is the ground-level floor (frequently found in traditional Japanese rural houses of the past) that occupies around half of the entire home, making a large ambient space inside and outside the house simultaneously that allows residents to feel closer to nature by enjoying ample sunlight and fresh outdoor air, even in urban areas. This design is also environmentally friendly. Through collaboration with creative designers, architects and researchers, we will continue making efforts to explore approaches to sustainable homes and lifestyles.

Photo: Shinichi Watanabe

- 04 Comprehensive Living and Housing Solutions Company
- 06 Message from the President
- 11 Group Management Philosophy
Corporate Culture of LIXIL, CSR Policy
- 12 Operating Companies and Businesses of the Group
- 21 The LIXIL Group's Cultural Activities
- 22 Company Profile



©HOUSE VISION photos by Nacasa & Partners Inc.
HOUSE VISION 2013 TOKYO EXHIBITION (March 2-24, 2013)

Comprehensive Living and Housing Solutions Company

The LIXIL Group provides a comprehensive line of living and housing-related products and services. The Group manufactures and sells a broad range of housing and living-related products, from windows and interior/exterior building materials, tiles, exteriors, entrance doors and interior fabrics to larger systems such as kitchens, unit bathrooms and toilets. We also address diverse urban environment development needs, supplying building materials and equipment for office and commercial facilities, transport hubs and other public facilities.

The Group's strong service functions can accommodate diverse needs involving home construction, and encompass consultations on planning, ground survey/analysis/improvement prior to design or construction, structural defects liability insurance for new construction and renovation, housing performance evaluations and home improvement loans. To effectively provide these and other services/products, we operate extensive nationwide networks of home center and homebuilding franchises.

As a comprehensive living and housing solutions company, we aim to fulfill our commitment to realizing each individual's desire for "Good Living."

Three Visions to Realize "Good Living"

VISION 1

▶ Create Complete Housing Solutions

Earn consumers' trust with our full range of products and services to become their most preferred housing solutions provider by offering comprehensive space services for their homes.

VISION 2

▶ Provide Value for Life

Establish lifelong partnerships that grow the value of each customer's home, and transforms itself to accommodate the changes in customers' lifestyles.

VISION 3

▶ Enable Customers to Live in Harmony with Nature

Offer homes that enable lifestyles that are in harmony with nature with a view to enhancing comfort and minimizing environmental impact.



► Building Materials and Housing Equipment Business

Metal building materials

Housing window sashes, building sashes, store facades, sashes for low-to-medium rise buildings, entranceway doors, various types of shutters, curtain walls, gates, carports, banisters, tide barriers, smoke insulated screens, etc.

Plumbing fixtures

Sanitary ware, bidet-equipped shower toilets, water faucets, washstands, bathtubs, unit bathrooms, kitchen systems, washstand fixtures, washstand cabinet units, etc.

Wooden interior furnishing materials

Window frames, wooden furnishing materials, interior decorative materials, etc.

Other building materials

External tiles for houses and buildings, internal decorative tiles, siding, stone materials, roofing materials, precut products, etc.

Interior fabrics

Curtains, wallpaper, carpets, etc.

Other

Solar power generation systems

Installation and maintenance service for the products above is also provided.



► Distribution and Retail Business

Home centers

Viva Home, Super Viva Home, etc.
(retailers of daily necessities, DIY products, building materials, etc.)

Comprehensive building material stores

Ken Depot Pro (membership-based wholesaler)



► Housing, Real Estate and Other Businesses

Housing solution businesses

Developing homebuilding franchise chains, construction on order, housing defect warranty liability insurance services, structural materials (structures), ground inspections and improvements, etc.

Real estate

Land, buildings, real estate management services, support for development of real estate franchises, etc.

Other services

Nursing homes, management support for sales agencies, marketing materials, financing services, development/operation/management of information systems, etc.





Message from the President

Under our unified “One LIXIL” corporate culture, we are establishing the foundation for a sustainable growth and seeking to become a global leader in the living and housing solutions industry.

Establishing an Integrated Business Structure

During the fiscal year ended March 31, 2013, we completed the first phase of transformation by revising our businesses into an integrated structure in preparation for Stage 2 of our Medium-Term Management Vision, in which we will target building the foundation for a sustainable growth. Specifically, we established a new corporate organization within LIXIL Corporation; enhanced our competitiveness through such measures as implementing cost reductions; and proceeded with the creation of the “One LIXIL” corporate culture, building and strengthening our brand.

LIXIL Declaration

In July 2012, the holding company, JS Group Corporation, was renamed LIXIL Group Corporation, clarifying its relationship with the operations companies under its umbrella. In conjunction with this step, we formulated the three visions set out below and declared that, guided by them, LIXIL will deliver Good Living to people around the world.

1. Create complete housing solutions
2. Provide value for life
3. Enable customers to live in harmony with nature

To accelerate the spread of our new LIXIL corporate brand throughout our markets,

we have developed new composite logos that incorporate the popular logos of our former product manufacturers.

In August 2012, we opened LIXIL Showroom Tokyo, one of the largest showrooms in Tokyo. Utilizing two floors with over 5,000 square meters of floor space, it showcases products and living spaces that contribute to good homes and good living. In addition, the showroom introduces a variety of services as LIXIL Reform Network. Also in August 2013, LIXIL and Kawashima Selkon Textiles Co., Ltd., an interior fabric specialist that joined the Group in August 2011, opened a showroom in Osaka. I invite you to visit our showrooms to get a real sense of the excellent design and functionality of LIXIL products.

For year 2012, the impacts of the Great East Japan Earthquake and the flooding in Thailand lingered on, putting our product reinforcement drive behind schedule. However, over the period from December 2012 to April 2013, we launched more than 70 new products. Further, commencing in February 2013, we held LIXPO 2013 events to announce our new products in eight locations nationwide. With approximately 70,000 visitors overall, the events provided an excellent opportunity to explain the “LIXIL Declaration” and promote understanding of the comprehensive capabilities of the LIXIL Group. I myself visited several of the events and was impressed with people’s high expectations for and enthusiastic response to the new products.

Composite logos



The sixth floor’s Product Selection Zone with its wealth of products gathered under one roof and the seventh floor’s Living Spaces Exhibition that materializes people’s dream living environments and lifestyles are special features of the LIXIL Showroom Tokyo.

Establishing Corporate Structures for Sustainable Growth

The LIXIL Group's businesses can be broadly defined as building materials and housing equipment, distribution and retail, and housing and services. LIXIL Corporation, the core of our building materials and housing equipment business and the largest company in the Group, reorganized its business structure as of April 2013. The company shifted to a three internal company system, comprising the LIXIL Japan Company, which is responsible for marketing in Japan; the Global Company, which is in charge of worldwide expansion; and the Products Company, which handles the research and development (R&D), engineering and manufacture of products.

The LIXIL Japan Company will seek to build better partnerships with dealers network responsible for engineering and installation, distribution, and other services. Through this internal company, we plan to cooperate with them in offering customers comfortable and rich living environments and lifestyles.

Under the umbrella of the Global Company, we have LIXIL Greater China managing overall business in China; LIXIL ASEAN + overseeing business in other Asian countries, such as Vietnam and Singapore; LIXIL KOREA CO., LTD., which addresses the unique business culture in the Korean market; and the Permasteelisa & CW PJ Office, which is

responsible for curtain wall operations. The Global Company will be targeting business expansion by using these four organizations to establish product development, design, production, and sales systems that can supply products appropriate for each country and region.

That brings us to the Products Company, which handles our product development and manufacturing. With an R&D and engineering staff of more than 1,300 people and a network of 41 manufacturing facilities in Japan alone, this organization will underpin our production operations. Within the Products Company, we have formed nine strategic business units (BUs). Their role is to collaborate with our LIXIL Japan Company and Global Company to develop outstanding products that can be distributed to the world.

Besides the reorganization of LIXIL Corporation's business structure, we have taken a fresh look at the diverse business domain of housing and services. Refocusing our efforts, we are preparing to grasp new business opportunities. By fully demonstrating our comprehensive Group power, we will employ our competitive advantages to spread the LIXIL brand throughout the world.

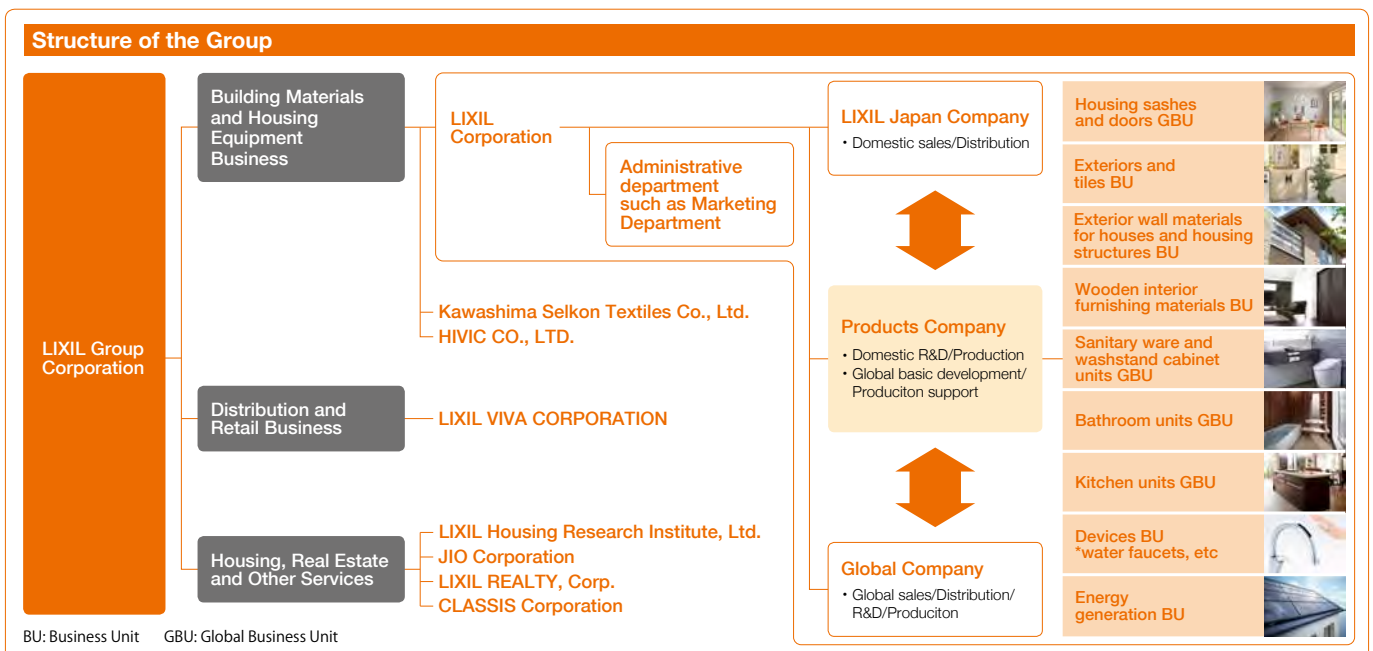
Among other activities, our C-30 project, which is targeting cost reductions by the integration of sales and production bases and other efficiency-related activities, is proceeding as planned. Through this project, we are creating

a slimmer and stronger business organization. Moreover, by unifying purchasing, expanding overseas production and procurement, integrating IT systems, and undertaking other activities, we are on track to achieve our goal of reducing costs by ¥110 billion by the fiscal year ending March 31, 2014, compared with the fiscal year ended March 31, 2011.

Enlarging and Broadening Overseas Operations

In the fiscal year ended March 31, 2013, the Permasteelisa Group's operations became fully integrated and contributed substantially to the performance of overseas operations. The Permasteelisa Group is a top brand manufacturer of curtain wall that will be supplying its products to Doha International Airport and has done so to other major facilities around the world. In addition, we integrated the functions of American Standard Asia Pacific and LIXIL in Asia, establishing the foundation for the implementation of our Asian strategies.

On the manufacturing front, our flood-damaged TOSTEM THAI plant fully resumed operations in May 2012. However, to ensure a stable supply system for our aluminum building materials going forward, we are in the process of constructing a new plant in Vietnam. In China, our large-sized exterior tile plant has commenced operations and is supporting sales in the Chinese



market. Furthermore, our joint venture with China's Haier Group has successfully started up manufacturing and sales of kitchen systems and began operations of its Qingdao plant in June 2013.

Developing Personnel and Creating a Corporate Culture

To build a winning team that can excel against competition, it is essential to have a personnel development program that instills strong leadership abilities and to create a supportive corporate culture.

The LIXIL Group is aiming for a corporate culture that emphasizes: respecting diversity; equal opportunity; and meritocracy and advancement based on leadership skills and performance.

We seek to be a corporate group that leverages the energy and creativity generated by diversity, creates a working environment where anyone can better themselves and perform well, and fairly evaluates those efforts. To those ends, we recently issued our "Diversity Declaration", guided by which we are encouraging the appointment of talented people from diverse backgrounds and implementing personnel strategies, personnel development programs, and measures to build a supportive working environment and corporate culture. Naturally, the people in charge of our personnel

With the cooperation of Kengo Kuma & Associates, Harvard University's HORIZON HOUSE will build their award winning house at Mēmu Meadows² in Taiki-cho, Hokkaido.



departments, as well as myself, are paying visits to various business divisions and regional offices and carrying out dialogues with employees as we work to firmly establish our "One LIXIL" corporate culture.

Contributing to People's Living Environments and Lifestyles by Pursuing CSR, R&D, and Collaboration with Architects

With expectations regarding the social responsibility of corporations growing, the pursuit of corporate social responsibility (CSR) activities is essential to gain recognition from society and become a company that employees can be proud of. To meet those responsibilities, the LIXIL Group determines its procurement policies, product safety guidelines, disclosure, and other measures under the direction of the LIXIL Group's CSR Group Promotion Committee. In the current fiscal year, I intend to continue my dialogues with all types of stakeholders

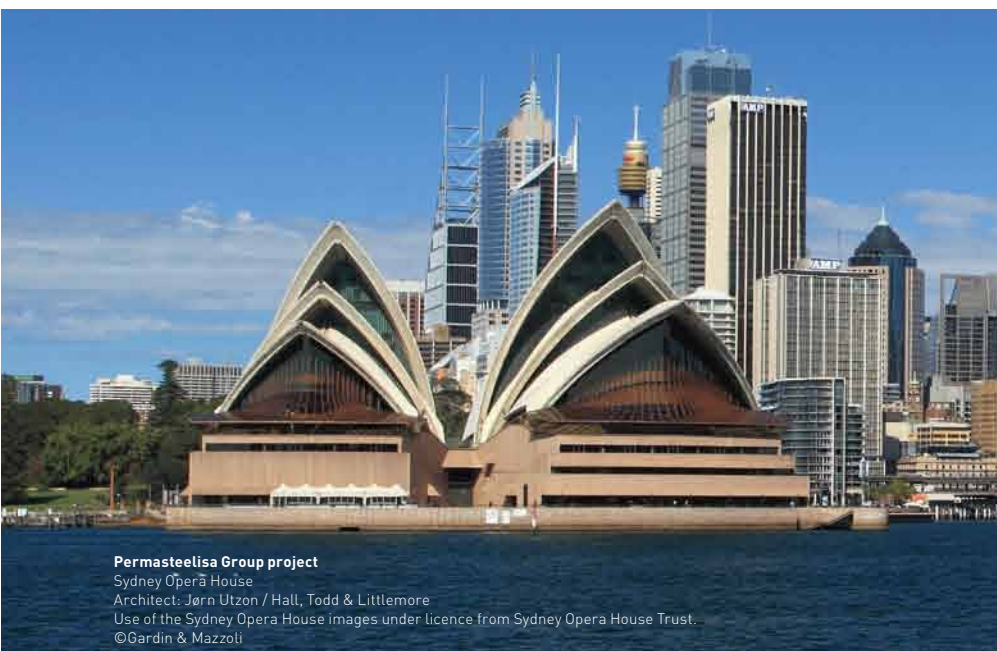
and in all regions, working to spread our CSR policy throughout the supply chain in a way that will contribute to the building of a sustainable company.

Our CSR policy sets out the achievement of zero energy houses and zero energy buildings and solutions for the world's sanitation issues as innovation issues in our priority themes and as research themes. We are carrying out verification testing and other experiments on technologies for giving houses improved insulation properties but keeping them comfortable, for reducing energy-use by controlling ventilation and lighting, and for building hygienic facilities for disposing of human waste and other wastes without using water or electricity. If these technologies are perfected, they will contribute greatly to better living in countries with scarce water resources or a lack of infrastructure and to improved living environments in rural areas.

Factors involved in housing sustainability include not only product functionality but also way of life and architectural planning. In March 2013, with the collaboration of architect Toyo Ito, LIXIL unveiled a new lifestyle concept at the HOUSE VISION 2013 TOKYO EXHIBITION^{*1}. The new way of living combines the wisdom of traditional Japanese lifestyles with the latest technology. Among other activities, the LIXIL JS Foundation sponsors an annual LIXIL International University Architectural Competition, the mission of which is to search for and verify next-generation sustainable housing technologies. As part of the prize, the LIXIL JS Foundation builds the competition winner's creation at a site in Taiki-cho, Hokkaido. From the aspects of software and hardware, LIXIL is researching and verifying sustainable housing and lifestyles on its own and in cooperation with architects and other institutions outside the LIXIL group.

^{*1} Participated in by many companies, the exhibition explores what role not only the housing industry but also a diverse range of other industries should play in home creation in the future.

^{*2} Mēmu Meadows: Center for Research on Environmental Technologies is a joint research facility established by the LIXIL JS Foundation.



Permasteelisa Group project
 Sydney Opera House
 Architect: Jørn Utzon / Hall, Todd & Littlemore
 Use of the Sydney Opera House images under licence from Sydney Opera House Trust.
 ©Gardin & Mazzoli

Medium-Term Business Plan LIXIL G-15 (April 2013–March 2016)

The LIXIL Group's management target under the LIXIL VISION is to become a global leader in the living and housing solutions industry. Our performance goals are sales of ¥3 trillion and an operating profit margin of 8%. In April 2013, we introduced our Medium-Term Business Plan LIXIL G-15 at the start of our "Establishing corporate structures and systems for sustainable growth" stage. The "G" in G-15 stands for becoming a Great Group through Growth and Globalization.

Broadly speaking, the LIXIL G-15 has five strategic imperatives.

1. Focus on expanding domestic housing and building stock market, principally remodeling and renovation
2. Expand global footprints
3. Enlarge distribution and retail businesses
4. Expand services business
5. Improve operational efficiencies

Although new housing starts in Japan are forecast to decline, the housing and building stock market, principally the remodeling and renovation market, is estimated to total ¥7.6 trillion in the residential segment and ¥6.0 trillion in the non-residential segment. The remodeling and renovation market is anticipated to expand

because of higher energy-saving, earthquake-resistance, and other building standards; tax reductions for renovated buildings; and other drivers of growth. The LIXIL Group plans to continuously introduce new products, capture a share of this growing market, and achieve growth in excess of the market growth.

In our global business, our goal will be to increase our share of the global market by expanding business in Asia. While continuing to invest in product development for the Asian market, in the global market we will pursue synergies between our Permasteelisa Group and LIXIL operations. Overall, we will target winning top shares of the window sash, sanitary ware, and curtain wall markets. And we will actively explore mergers and acquisitions (M&A) opportunities.

To achieve growth in our renovation business, it is essential to enlarge our distribution and retail and services businesses. We plan to establish optimum support systems for all our partners in our distribution and retail businesses, from local homebuilders and renovation shops to major real estate agents. We will also strengthen

our Super Viva Home chain of home centers and our membership-based building materials wholesale chain, Ken Depot.

In our services business, we will utilize our independent homebuilding franchise chain and such services as structural defects liability insurance, ground surveys, ground improvement, real estate, and finance (renovation loans) to add value in providing housing solutions as a group to the housing and building stock market.

Our main goal in improving operational efficiencies is to control the increase in fixed costs as sales expand, thereby reducing the SG&A (selling, general and administrative expenses) to sales ratio. We intend to continue the C-30 cost reduction drive even after the current fiscal year and to add other measures. We plan to invest in more advanced IT systems to improve business processes and to raise the degree of customer satisfaction by continuing to develop our Six Sigma business quality improvement program.

Toward Becoming a Global Leader in Our Field

We are almost into the third year of operations since I became president. Following my appointment, I have promoted a change of mindset among our employees and pursued the development of employees that demonstrate leadership and the building of a strong organization. Continuing to progress with creating a corporate culture that respects diversity and encourages creativity and enthusiasm, we have now entered the Stage 2 of our Medium-Term Management Vision, the growth stage. Under the banner of "One LIXIL," we will apply the collective group power of our close to 80,000 employees worldwide to aggressive business development for the future.



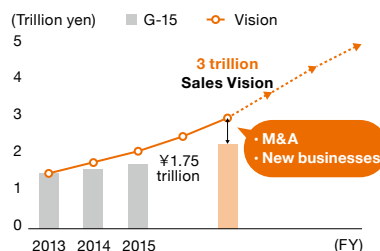
Yoshiaki Fujimori
President & CEO
LIXIL Group Corporation



Management Vision

We will become a leading global company in the industry of housing and living environment

	Revenue	OP Margin
Management Vision	¥3 trillion (¥2 trillion domestic, ¥1 trillion overseas)	8% (10% for the domestic existing businesses)
New LIXIL G-15 Plan	¥1,750 billion	8%



Group Management Philosophy — LIXIL TETRA

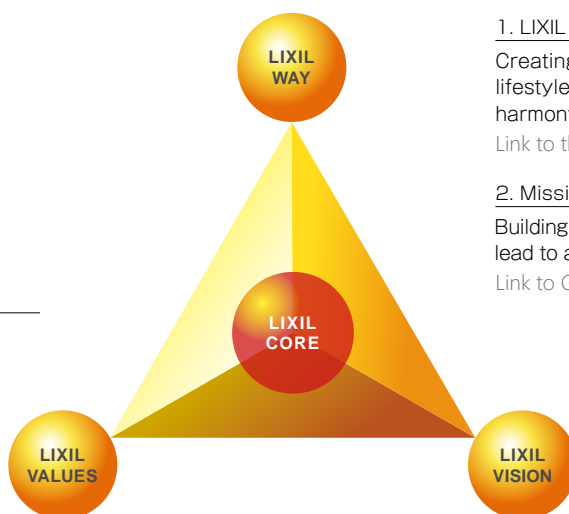
LIXIL CORE (Corporate Philosophy)

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

LIXIL VALUES (Shared Values)

The values shared by all employees

- V-1. Deliver on Commitments
- V-2. Change & Challenge
- V-3. Speed to Action
- V-4. Passion to Improve
- V-5. Open & Transparent
- V-6. Integrity & Fairness
- V-7. Total Quality Mindset
- V-8. Optimize Resources
- V-9. Teamwork & Talent Development



LIXIL WAY (Our Promise)

1. LIXIL – Our Goal
Creating a sustainable lifestyle which is in harmony with the Earth.
Link to the Earth
2. Mission of LIXIL
Building “bonds” that lead to a good life.
Link to Good Living

3. Value offered by LIXIL
Reliable quality
Link to Quality
High technology
Link to Technology
Environmental beauty
Link to Environment
Emotional impact
Link to Emotion

LIXIL VISION (Management Target)

To become a global leader in the building materials and housing equipment industry.

Corporate Culture of LIXIL

The corporate culture of LIXIL drives to become a company that utilizes energy and innovation generated by diversity for the business.

We also aim to create an environment where everyone should not be content with the present and will achieve better results by continuously clearing self-imposed hurdles.

1. Respect Diversity

We will welcome differences among genders, ages, races, cultures, nationalities, beliefs, and backgrounds. Energy and creativity generated by the open and passionate discussion can be used as a source of a competitive edge.

2. Provide Equal Opportunity

We will provide equal opportunities and occasions to anyone that tries to demonstrate positive and proactive attitude regardless of background.

3. Implement Meritocracy

We will fairly evaluate how much one puts LIXIL VALUE in practice and how much one performs.

Aiming to create the corporate culture described above, we established and announced the LIXIL Diversity Declaration in January 2013.

CSR Policy

Link to Good Living — The LIXIL Group is committed to building and expanding worldwide “bonds” that leads to a good living and good life.

Aiming to improve people's comfort and lifestyles, we endeavor to pursue innovation to develop better products and services, thereby contributing to the sustainable development of society. By facilitating stakeholder dialogue, we work to maintain integrity in conducting business activities.

Priority Themes

[Innovation]

- 1 Work to increase efficiency in the use of energy and water resources
- 2 Work to build a senior-friendly, cooperation-based society, focusing on healthy, safe and secure living conditions

[Sustainability]

- 3 Contribute to conservation of the global environment and development of local communities
- 4 Ensure an appropriate work environment and resource allocation in supply chain operation

[Integrity]

- 5 Maximize customer satisfaction in cooperation with business partners
- 6 Develop a corporate culture characterized by superb leadership and diversity
- 7 Promote speedy and transparent disclosure and share social contribution visions with our stakeholders

Operating Companies and Businesses of the Group

The LIXIL Group is a corporate group consisting of LIXIL Group Corporation (pure holding company) and operating companies led by the holding company. The Group engages in a broad spectrum of housing-related businesses, ranging from manufacture and sales of building materials and housing equipment to operation of home centers and homebuilding franchise chains. The value that has been created by the operating companies is shared across the entire Group as comprehensive strengths. Currently operating in 31 countries including Japan, the LIXIL Group companies are endeavoring to together accelerate expansion efforts further into Asia and other growth markets.

LIXIL Corporation

Overseas subsidiaries and affiliates

PERMASTEELISA GROUP

American Standard Asia Pacific

LIXIL-Haier Housing Products (Qingdao) Co., Ltd. (China)

Shanghai Meite Curtain Wall System Co., Ltd. (China)

LIXIL (China) Investment Co., Ltd. (China)

LIXIL Building Materials (Shenyang) Co., Ltd. (China)

TOSTEM HOUSING PRODUCTS (DALIAN) CO., LTD. (China)

LIXIL BUILDING MATERIALS MANUFACTURING (Suzhou) CORPORATION (China)

LIXIL Sanitary Fitting Manufacturing (Suzhou) Corporation (China)

LIXIL TAIWAN CORPORATION (Taiwan)

LIXIL KOREA Corporation (South Korea)

LG-TOSTEM BM Co., Ltd. (South Korea)

Tostem Thai Co., Ltd. (Thailand)

TOSTEM THAI MARKETING Co., Ltd. (Thailand)

TOSTEM SINGAPORE Pte., Ltd. (Singapore)

LIXIL INAX VIETNAM Corporation (Vietnam), etc.

Subsidiaries and affiliates in Japan

LIXIL Total Service Corporation

SUN WAVE CORPORATION

LIXIL Total Hanbai Corporation

Asahi Tostem Exterior Building Materials Co., Ltd.

LIXIL SUZUKI SHUTTER CORPORATION

LIXIL Building Remodeling Sales Co., Ltd.

LIXIL Toyo Sash Shoji Co., Ltd.

JAPAN HOME SHIELD CORPORATION

TM.S Corporation

Dinaone Corporation

SUNWAVE KITCHEN TECHNO CORPORATION

LIXIL Online Corporation

Tostem Management Systems Co., Ltd.

LIXIL ENERGY Co., Ltd.

LIXIL RENEWAL Corporation

LIXIL INFORMATION SYSTEMS CORPORATION

JAXSON CORP., etc.

LIXIL VIVA CORPORATION

Kawashima Selkon Textiles Co., Ltd.

LIXIL Housing Research Institute, Ltd.

HIVIC CO., LTD.

JIO Corporation

LIXIL REALTY, Corp.

LIXIL ERA Japan, Corp.

CLASSIS Corporation

LIXIL Group Finance Corporation

LIXIL Corporation

Aiming to become a global leader in the building materials and housing equipment industry and contribute to the improvement of people's comfort and lifestyles

As a comprehensive living and housing solutions company, LIXIL Corporation provides products and services that cater to a wide variety of home, living, and urban environment development needs. Solutions offered range from windows, entrance doors, exterior products, external walls, structural/decorative tiles, and interior furnishings to systems for kitchens, bathrooms and restrooms, as well as a range of facilities for office and commercial buildings and public facilities, including train stations and others. The supply of this exhaustive lineup is supported by a large network of subsidiaries engaged in manufacturing, sales, maintenance and other services. Armed with this rich product/service portfolio, the company runs showrooms nationwide to provide advice and make proposals regarding home construction and renovation projects that are customized to suit the various needs of individual customers.

The company is actively exploring new areas, in particular energy and environmental business, and takes part in cross-sector activities to provide new services. As part of these activities, we have also entered the seniors market through our operation of nursing homes for the elderly and condominiums for senior citizens. On the overseas front, we are accelerating expansion efforts, mainly by strengthening products development and sales networks in China and ASEAN countries while working to increase sales in the curtain wall business led by Permasteelisa Group.

In order to enhance corporate value through increased functionality, the company has reorganized its structure to set up three in-house companies: LIXIL Japan Company, which manages all the sales-related processes of LIXIL Corporation, ranging from product sales to installation, for the Japanese market; LIXIL Global Company, responsible for collaboration with foreign subsidiaries as well as major global enterprises to expand overseas business; and LIXIL Products Company, which governs the development and manufacturing of a wide variety of the company's products.

LIXIL Japan Company President Haruo Shirai

Manages all sales and marketing-related operations in Japan, including installation. In response to a wide range of needs related to the home and lifestyles, we offer proposals on creating a comfortable living environment and take part in developing urban environments.

Global Company President Toshimasa Iue

Coordinates and collaborates with Permasteelisa Group, American Standard Asia Pacific and other foreign subsidiaries as well as major global enterprises to expand overseas business for the entire group and to promote LIXIL's ideas for creating a comfortable home.

Products Company President Ryuichi Kawamoto

Engages in the planning, development and manufacturing of a broad spectrum of building materials and housing equipment to be used in the construction of homes and public/commercial facilities in Japan and overseas. Nine strategic business units have been set up to be responsible for each line to produce products that will meet the expectations of a wide range of customers.

Head Office

Centrally manages the administrative operation of LIXIL Corporation in regards to personnel, accounting, IT, procurement, logistics and other corporate affairs. The organization also includes the marketing division.

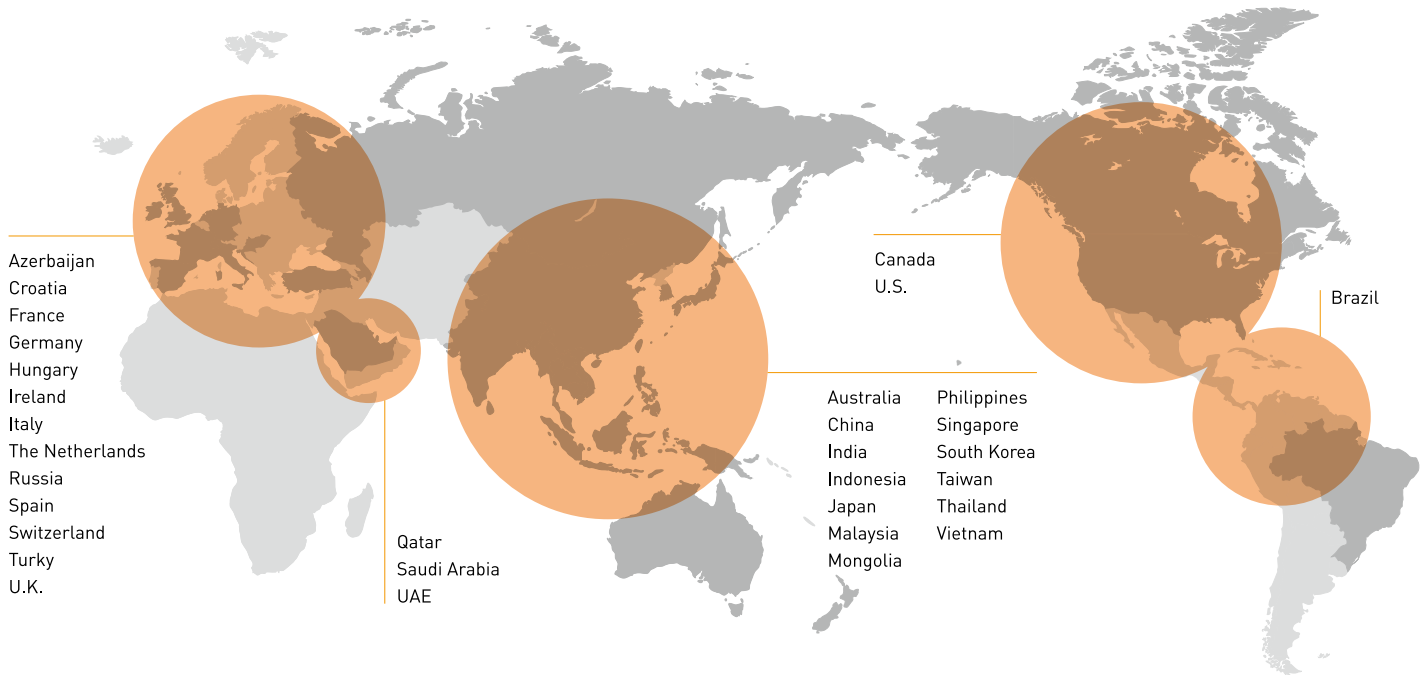
► Senior Life Company

Focuses on services for the elderly under the concept of delivering homes designed to enable the elderly to live out their days safely and in comfort.





LIXIL Corporation endeavors to provide superior products and services in Japan and overseas, not only in Asia but more widely around the world.



Representative: Yoshiaki Fujimori

Established: October 1, 2001

Capital stock: ¥34.6 billion

Net sales: ¥880,878 million

Employees: 14,492

Business activities: Manufacture and sale of building materials and housing equipment as well as related services

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

Head office: 36F, Kasumigaseki Building, 3-2-5 Kasumigaseki, Chiyoda-ku, Tokyo 100-6036

Website: <http://global.lixil.co.jp>

Board of Directors

President and CEO:

Yoshiaki Fujimori

Representative Directors:

Ryuichi Kawamoto

Directors:

Toshimasa Iue
Yosuke Yagi
Takashi Tsutsui
Ryo Nihei
Harumi Matsumura
Yoshizumi Kanamori

Tadashi Arishiro
Haruo Shirai
Shinichi Tanzawa
Yusuke Ota
Sachio Matsumoto
Katsuhiko Mamenari

Auditors:

Satoshi Koshida
Akira Tada

Net sales of each company are those for the year ended March 31, 2013 and the number of employees for each company is that as of March 31, 2013.

PERMASTEELISA GROUP



Providing outstanding solutions through the designing and building of architectural envelopes, interiors and complex forms

Permasteelisa Group is a worldwide leading Contractor in the engineering, project management, manufacturing and installation of architectural envelopes and interior systems. Our mission is to design and build innovative and avant-garde architectural works alongside the world's greatest in contemporary architecture, by using advanced technologies and eco-sustainable solutions. Originally incorporated in 1973 in Italy, during '80s and '90s the Group started an international expansion in the Australian, European, Asian and US markets. In 2011 Permasteelisa Group joined the LIXIL Corporation.

Representative: Nicola Greco
Established: 1973
Capital stock: €6.9 million
Net sales: ¥140,926 million (CY2012, group)
Employees: 6,297 (as of 31 Dec. 2012)

Business activities: Engineering, project management, manufacture and installation of architectural envelopes and interior systems
Address: Viale E. Mattei, 21/23-31029 Vittorio, Veneto, Treviso, ITALY
Website: <http://www.permasteelisagroup.com>



The Shard
©Sellar.

American Standard Asia Pacific



Providing quality bathroom solutions for a variety of lifestyles

American Standard is a global trend leader in the design of kitchen and bathroom fixtures and accessories. American Standard Asia Pacific (ASAP) manages Asian operations under multiple brand names, including "American Standard" and "Jado" (across the Asia-Pacific region), "Ideal Standard" (China, Thailand, Singapore, Australia and New Zealand), and "Porcher" (Australia and New Zealand). ASAP endeavors to offer a range of products that help a variety of customers to achieve "Your Style, Your Way" in line with its brand commitment to delivering "Style with Pragmatism—Style, Comfort and Green."

Representative: Kenneth Ng
Established: 1872
Net sales: ¥23,392 million (CY2012, group)
Employees: 4,244
Business activities: Manufacture and sale of sanitary ware: toilets, lavas, fittings, e-bidet, integrated shower toilet, furniture, tubs and wellness products
Address: Bldg. 24, Gems Park, No. 487 Tianlin Rd., Shanghai 200233, CHINA

Websites: China: <http://www.americanstandard.com.cn>
 Thailand: <http://www.americanstandard.co.th>
 Indonesia: <http://www.americanstandard.co.id>
 Vietnam: <http://www.americanstandard.com.vn>
 India: <http://www.americanstandard.in>
 South Korea: <http://www.americanstandard.co.kr>



LIXIL-Haier Housing Products (Qingdao) Co., Ltd.

Manufacturing high-quality products with high-quality control, production technology and product development, and introducing LIXIL products across the entire China market taking advantage of the esteemed Haier brand

As a joint-venture business, the Qingdao factory was established in to primarily manufacture kitchens and painted wood products, artificial marble tops, etc. LIXIL-Haier Housing Products manufactures high-quality and original products in order to meet the trend toward standardization in the Chinese market. It aims to leverage Japanese-style quality control, production technology, and product development. The firmly established Haier distribution system, sales channels, and its esteemed brand recognition will help the brand launch.

Representative: Kazuhito Takeshita
Established: 2011
Capital stock: CNY 194.082 million
Net sales: ¥5,612 million (CY2012)
Employees: 1,112 (as of Apr. 30, 2013)

Business activities: Manufacture of kitchen systems (including artificial marble tops), painted wooden products, etc.
Address: No. 551 Qixinghe road Huangdao Zone, Qingdao, Shandong, CHINA



LIXIL Total Service Corporation

LIXIL

トータルサービス

Establishing a one-stop shop system to offer installation and maintenance services of specialist group companies

LIXIL Total Service undertakes installation, maintenance and repair of housing equipment and systems for residential, office and commercial construction/renovation projects while providing support related to home improvement business/plans. The group has established a system to provide these services in a comprehensive manner and on a one-stop basis, with local branches set up nationwide to quickly deliver quality specialist service to a wide range of customers, from construction professionals and distributors to end-users.

Representative: Yasumi Masuko
Established: May 1, 2012
Capital stock: ¥100 million
Employees: 2,733

Business activities: Sales, processing, installation and maintenance of housing equipment and systems for residential, office and commercial construction; design and management of these construction projects
Address: 2-1-1 Ojima, Koto-ku, Tokyo 136-0072



Asahi Tostem Exterior Building Materials Co., Ltd.

AT
ASAHI TOSTEM

Helping homeowners create their dream house with a variety of exterior building materials

Asahi Tostem Exterior Building Materials is a comprehensive exterior building materials manufacturer established by integrating the exterior building materials businesses of Tostem Co., Ltd. (currently LIXIL Corporation) and Asahi Glass Co., Ltd. This company takes advantage of the achievements accumulated by both companies and resulting customer trust earned to help customers build homes and communities that fulfill their housing dreams.

Representative: Hideto Josho
Established: December 2004
Capital stock: ¥2,000 million
Net sales: ¥22,695 million
Employees: 258

Business activities: Manufacture and sale of homebuilding materials, especially exterior wall materials
Address: 6F Emachu Kinshicho Bld., 1-19-10 Mori, Koto-ku, Tokyo 135-0001
Website: <http://www.asahitostem.co.jp> (Japanese only)



AT-WALL board

LIXIL SUZUKI SHUTTER CORPORATION

LIXIL

SUZUKI

Meeting diverse customers needs as a trusted and well-established company by using technologies developed over 100-plus-year history

As a specialist shutter manufacturer, LIXIL Suzuki Shutter satisfies diverse customers needs in keeping with its motto "Robust, graceful, affordable." The company strives to create spaces of safety, comfort and security by continuously improving existing products and developing new products.

Representative: Kiyooki Ushio
Established: July 1936 (Founded in 1903)
Capital stock: ¥1,989 million
Net sales: ¥18,169 million
Employees: 550

Business activities: Manufacture, sale, and maintenance of shutters and doors, and disaster-related equipment, including waterstop boards and smoke barriers
Address: 1-1-4 Minami Otsuka, Toshima-ku, Tokyo 170-0005
Website: http://www.lixil-suzuki.co.jp/e/index_e.html



Fire rated shutters

LIXIL Toyo Sash Shoji Co., Ltd.

LIXIL

トヨーサッシ

Full-line wholesaling of wooden fittings, homebuilding materials, and housing equipment

Following in the footsteps of Tostem (currently LIXIL) forerunner Myokenya, a building fixtures retailer, LIXIL Toyo Sash Shoji is a wholesaler of wooden fittings. The company offers a wide range of products, including wooden fittings for general use, interior unit doors, aluminum sash custom-made furniture and housing facilities and equipment.

Representative: Isamu Nakazato
Established: September 1977
Capital stock: ¥100 million
Net sales: ¥11,090 million
Employees: 184

Business activities: Wholesale of home fittings, building materials, and housing equipment
Address: 2-14-2 Iwamotocho, Chiyoda-ku, Tokyo 101-0032
Website: <http://www.toyosashkenzai.co.jp> (Japanese only)



Wooden fittings that help create soothing and serene interior living spaces

JAPAN HOME SHIELD CORPORATION



Offering ground solutions through sophisticated ground analysis

Japan Home Shield is a full-service company that ensures the safety and security of residential land through ground solutions, quality assurance and one-stop services, including ground investigations, analysis and ground improvement work.

Representative: Takeshi Saito
Established: March 1990
Capital stock: ¥205 million
Net sales: ¥10,421 million
Employees: 275

Business activities: Ground investigations and related work, ground environment diagnosis, ground improvement, building survey
Address: 17F Ryogoku City Core, 2-10-14 Ryogoku, Sumida-ku, Tokyo 130-0026
Website: <http://www.j-shield.co.jp> (Japanese only)

First-class licensed architect office



A ground investigation conducted using the "Swedish weight sounding" method

SUNWAVE KITCHEN TECHNO CORPORATION



Supporting operation of professional kitchens with strong and extensive offerings

Sunwave Kitchen Techno offers quality solutions with a full range of professional kitchen systems capable to satisfying the high expectations of users. Service covers design, quantity surveys, sale and installation as well as maintenance.

Representative: Hideaki Murashige
Established: April 2004
Capital stock: ¥99 million
Net sales: ¥5,491 million
Employees: 100

Business activities: Sale (including of materials), design, installation and maintenance of commercial kitchen systems and related interior finish work
Address: 31-4 Wakamatsucho, Shinjuku-ku, Tokyo 162-0056
Website: <http://www.sunwave.co.jp/swkt> (Japanese only)



Company cafeteria kitchen system

Tostem Management Systems Co., Ltd.

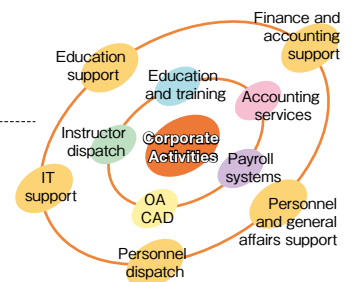


Providing complete management outsourcing services

Tostem Management Systems supports client companies through various combinations of management support services in areas ranging from finance and accounting to personnel and general affairs, personnel dispatch, IT and education. The company proposes solutions optimized to the real needs of clients.

Representative: Hiroshi Ogi
Established: August 1989
Capital stock: ¥450 million
Net sales: ¥1,540 million
Employees: 154

Business activities: Accounting and payroll support and services, personnel dispatch, IT support, education and training, instructor dispatch
Address: 12F Sumitomo Kameido Bld., 1-42-20 Kameido, Koto-ku, Tokyo 136-0071
Website: <http://www.tmsc.co.jp> (Japanese only)



LIXIL ENERGY Co., Ltd.



Supporting the solar power system business, focusing on aluminum solar panel mounts developed to meet the requirements of units of all sizes, including mega solar power systems

LIXIL Energy supports the solar power system business, mainly by supplying light-weight, high-function aluminum solar panel mounts developed to meet the requirements of solar modules of various sizes and types and providing advice on installation. Its specialist sales team can offer quality service to cater to the detailed needs of individual customers.

Representative: Kyosuke Fukushima
Established: December 2009
Capital stock: ¥100 million
Net sales: ¥1,330 million
Employees: 20

Business activities: R&D and manufacture/sale of photovoltaic and other renewable energy power generation systems
Address: LIXIL WING Bld., 2-1-1 Oshima, Koto-ku, Tokyo 136-8535
Website: <http://www.lixil-energy.co.jp> (Japanese only)



Solar Base Pro (standard)

LIXIL VIVA CORPORATION



Creating an innovative home center business model to support various Japanese lifestyles, focusing on super-large home centers

LIXIL Viva operates two home center chains, Viva Home and Super Viva Home with a sales floor of over 10,000 square meters. These stores offer an extensive selection of products aimed at helping to create comfortable homes and living environments.

Super Viva Home is more than just a retailer of a wide range of building and housing materials, however. With expanded lines of DIY products and building and farming materials for professional use, the large-scale chain also undertakes home renovation projects, providing related advice and proposals. This service has proven extremely popular with customers, including professional tradespeople, with operation areas expanding since the opening of the first store in 2003.

Since the launch of Chiharadai Store in 2010, LIXIL Viva has implemented a variety of green initiatives to promote itself as an eco-friendly store. Such efforts include preferred marketing of environment-friendly products and a recycling system for customers as well as the introduction at stores of a range of energy-saving equipment from waterless urinals, LED lighting and occupancy sensors to photovoltaic power generation systems and wind power generation.



Representative: Katsuhiro Mamenari
Established: June 1993 (Founded in 1977)
Capital stock: ¥20,000 million
Net sales: ¥154,658 million
Employees: 1,274

Business activities: Sale of household articles, daily necessities and DIY products, retail of building and housing materials and equipment in general, undertaking of home renovation
Stores: 80
Address: 298-1 Ue, Ageo, Saitama 362-8555
Website: <http://www.vivahome.co.jp> (Japanese only)

Kawashima Selkon Textiles Co., Ltd.



Ensuring satisfaction and quality of life for customers in two business segments based on a long history and unique technology

Kawashima Selkon Textiles is a 170-year-old fabrics manufacturer based in Kyoto.

The company traces its origin back to the Edo Period, when it started in 1843 as a kimono-related total service business in Kyoto, the former capital of Japan. Since then it has been leading the country's interior fabrics industry, demonstrating a strong commitment to developing manufacturing skills throughout its long history.

Building on its past achievements, Kawashima Selkon Textiles currently operates within two segments: traditional and artistic textiles and interior decoration/fabrics. The traditional and artistic textiles business includes traditional Japanese textile products created using experienced craftsmanship, such as kimono sashes, stage curtains and festival curtains. The interior decoration/fabrics business includes the production of curtains, carpets and other soft furnishings as well as the undertaking of upholstery work. By pursuing traditional Japanese workmanship while employing recent technologies to support contemporary lifestyles, Kawashima Selkon Textiles will continue working to deliver greater quality and comfort to everyday life.



Representative: Masao Nakanishi
Established: May 1938 (Founded in 1843)
Capital stock: ¥9,381 million
Net sales: ¥32,024 million
Employees: 840

Business activities: Manufacture and sale of traditional Japanese textile products, manufacture, sale and upholstery of home furnishings
Address: 265 Ichihara-cho, Shizuichi, Sakyo-ku, Kyoto 601-1123
Website: <http://www.kawashimaselkon.co.jp> (Japanese only)

LIXIL Housing Research Institute, Ltd.



LIXIL Housing Research Institute is the headquarters for three homebuilding franchise chains that are operated under different brands nationwide by three in-house companies. The Institute seeks to maximize the appeal of each brand and provides superior housing that reduces environmental impact and is easily adaptable to different lifestyles.

Representative: Shiroyuki Kon
Established: March 2002
Capital stock: ¥1,250 million
Net sales: ¥25,646 million
Orders received: 4,708 homes (for the year ended March 2013)

Employees: 174 (as of April 2013)
Business activities: Operation of homebuilding franchise chain headquarters, formulation of homebuilding franchise chain business strategy
Address: 1-5-7 Kameido, Koto-ku, Tokyo 136-0071
Website: <http://www.lixil-jk.co.jp> (Japanese only)

LIXIL Housing Research Institute		
In-house companies		
EYEFUL HOME COMPANY	FIACE HOME COMPANY	GL HOME COMPANY

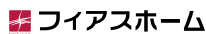


New cesibo

EYEFUL HOME COMPANY

As a homebuilding franchise chain pioneer, Eyeful Home designs homes that are environment-friendly and delivers safe and comfortable living for all ages, backed by the Kids Design concept.

President: Kenichiro Katsumata
Start of operation: May 1984 (Establishment of Eyeful Home Inc.)
Franchisees: 164
Business activity: Operation of a homebuilding franchise chain that uses conventional post and beam construction
Website: <http://www.eyefulhome.jp> (Japanese only)



arietta

FIACE HOME COMPANY

Supporting the vision of owning a future “vintage home,” FiACE Home offers long-lasting high-performance homes that can be lived in for decades comfortably and safely.

President: Shoji Kondo
Start of operation: April 2008
Franchisees: 23
Business activity: Operation of a homebuilding franchise chain that uses conventional post and beam construction and panel construction
Website: <http://www.FiACE.jp> (Japanese only)



New WoodsHill French

GL HOME COMPANY

As a more than 40-year old homebuilding franchise chain specialized in two-by-four home construction, GL Home delivers a range of solutions for a “better home life” in response to diverse lifestyles.

President: Hiromu Okada
Start of operation: October 1970 (Establishment of Dai-ichi Mokko Co., Ltd)
Franchisees: 18
Business activity: Operation of a homebuilding franchise chain that uses two-by-four construction
Website: <http://www.glhome.lixil-jk.co.jp> (Japanese only)

HIVIC CO., LTD.



Innovative homebuilding materials supplier that continues to create new business models

Aiming to help deliver high-quality homes at reduced prices, Hivic is engaged in the supply of homebuilding materials, focusing on manufacture and sale of precut homebuilding materials and operation of a membership-based direct sale wood market, a unique business model developed by the company. The wood building materials specialist has expanded its business to provide comprehensive homebuilding-related solutions, ranging from supplying multiple types of precut wood studs/boards, housing equipment and building materials to building defects liability insurance and structure calculation and other design-related services.

Representative: Hidenori Asahara
Established: June 1967
Capital stock: ¥551 million
Net sales: ¥20,591 million (group)
Employees: 366 (group)

Business activities: Manufacture and sale of precut homebuilding wood materials, sale of wood and other building materials and homebuilding equipment
Address: 1728 Iizuka, Oyama, Tochigi 323-0017
Website: <http://www.hivic.co.jp> (Japanese only)



JIO Corporation



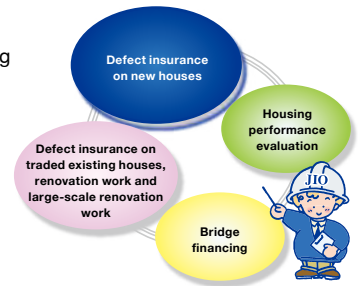
A housing warranty insurance corporation designated by the Ministry of Land, Infrastructure, Transport and Tourism (MLIT)

JIO offers insurance services that cover defects of new houses based on the Act on Assurance of Performance of Specified Housing Warranty. We also provide insurance on traded existing houses, renovation work and large-scale renovation work. We support the provision of safe and secure housing through a variety of services, including housing performance evaluation and conformance assessment related to Flat 35 housing-loan schemes.

Representative: Hiroshi Hayakawa
Established: July 1999
Capital stock: ¥1,000 million
Net sales: ¥10,668 million
Employees: 481
Business activities: Sale of housing warranty insurance, housing performance evaluation, conformance assessment related to other standards

Address: 4F Landic Kanda Building, 2-6 Kandasudacho, Chiyoda-ku, Tokyo 101-0041
Website: <http://www.jio-kensa.co.jp> (Japanese only)

- Housing defect warranty liability insurance corporation designated by the MLIT
- Housing performance evaluation organization registered by the MLIT
- Building survey organization registered by the MLIT
- Conformance certification organization contracted with the Incorporated Administrative Agency Japan Housing Finance Agency (JHF)



LIXIL REALTY, Corp.

Providing comprehensive housing and real estate services

LIXIL Realty offers comprehensive real estate services, including those related to the buying, selling and rental of housing and real estate as well as property management, construction, renovation, asset value enhancement and management of company housing. The company provides fair, ethical services and safe, reliable products.

Representative: Susumu Ando
Established: September 1993
Capital stock: ¥160 million
Employees: 125

Business activities: Property management, renovation, brokerage, ERA Real Estate Franchising, housing construction
Address: 14-15 Odenmacho, Nihombashi, Chuo-ku, Tokyo 103-0011
Website: <http://www.lixil-realty.co.jp> (Japanese only)



LIXIL ERA Japan, Corp.

A real estate franchise chain operating one of Japan's largest franchisee networks. ERA Japan is the Japanese headquarters of ERA Real Estate, a U.S.-based real estate brokerage franchise operator that manages a network encompassing more than 40 countries and regions around the world. ERA Japan offers branding expertise and management consulting to franchisees throughout Japan.

Representative: Susumu Ando
Established: September 1977 (Founded in 1981)
Capital stock: ¥100 million
Employees: 46

Business activities: Real estate franchise chain operation, management consulting
Address: 14-15 Odenmacho, Nihombashi, Chuo-ku, Tokyo 103-0011
Website: <http://www.erajapan.co.jp> (Japanese only)



CLASSIS Corporation



Providing upscale living environments

Classis Corporation sells high-status residential properties featuring genuine quality and true value based on its belief that the home should be a place of total relaxation, comfort and even spiritual renewal.

Representative: Takashi Kubota
Established: August 1999
Capital stock: ¥100 million

Business activities: Development and sale of built-for-sale houses in urban areas
Address: 7F Takegashi Bld., 3-5-3 Kyobashi, Chuo-ku, Tokyo 104-0031
Website: <http://www.classis.jp> (Japanese only)



Houses developed by Classis in Setagaya Ward, Tokyo

The LIXIL Group's Cultural Activities

Housing and building is an essential part of human culture. As a business operator in this sector, the LIXIL Group conducts a variety of living/lifestyle-themed cultural activities, thereby contributing to local communities and wider society. Our efforts include preservation of local treasures and inventions, conservation of valuable cultural assets and support for education on this theme, as well as exhibition and publication activities aimed at promoting diverse or new aspects of living.

■ Textile Museum (Kawashima Selkon Textiles)

The Textile Museum is Japan's first corporate museum founded in 1889 when the country's modern museum projects were still in their infancy, which was recognized by the first chancellor of the national museum. Since its establishment, the museum has been collecting a multitude of textiles and related materials from Japan and abroad, and currently owns a huge collection consisting of a total of around 160,000 items. The precious repository contains roughly 80,000 items of dyed fabric and 20,000 ancient documents that have been produced in many parts of the world along with 60,000 pieces of the company's textile prototypes and design drawings. The museum is also expanding activities through collaborations with other organizations and participation in academic projects.

Address: 265 Ichihara-cho, Shizuichi, Sakyo-ku, Kyoto 601-1123

Website: <http://www.kawashimaselkon.co.jp/bunkakan> (Japanese only)



■ INAX MUSEUMS

INAX Museums is a museum complex consisting of six sections designed to promote the appeal of clay and ceramics as well as display premier craftsmanship, mainly by providing hands-on classes and interactive exhibitions. The museum commenced public activities in 1986 with the opening of Kiln Plaza. It expanded with the new Tile Museum and Tiling Workshop before the grand opening of the collective INAX Museums in 2006 when Clay Works and Tiling Labo joined the complex. In April 2012, the Architectural Terracotta Museum was newly opened to exhibit its broad collection of Japanese modern-age building terracotta ornamentations. In 2013, INAX Museums was awarded a prize by the Architectural Institute of Japan for its long-term efforts in collecting and preserving these historical ceramic building materials. While displaying a unique collection of historical ceramics and related structures, the museum has geared up its activities by hosting new exhibitions and workshops.

Address: 1-130 Okueicho, Tokoname, Aichi 479-8586

Website: <http://www1.lixil.co.jp/ilm/english>



■ LIXIL Gallery, LIXIL Publication, LIXIL Book Gallery

Since its establishment in 1981 in Tokyo's Ginza shopping district, the LIXIL Gallery has organized a series of periodical exhibitions, specifically those that explore architecture and related activities (Tokyo and Osaka) under a broad spectrum of themes selected to introduce new ideas and values related to living and housing. In addition, the gallery will start a new exhibition program in September 2013 to introduce an array of past and current project activities from the LIXIL Group. In addition, the gallery embarked on publishing activities in 1986, focusing on architecture and related topics, including exhibition brochures and introduction of the works of contemporary young architects. As part of this initiative, the LIXIL Book Gallery was opened in 1988 as a specialized bookstore that offers a unique selection of titles on architecture, interior design and ceramics, among others.

Address: LIXIL:GINZA, 3-6-18 Kyobashi, Chuo-ku, Tokyo 104-0031

Website: <http://www1.lixil.co.jp/gallery/english>



■ LIXIL Museum

The LIXIL Museum was established to showcase the history of the LIXIL Group through exploration of products and technologies that were developed by group companies. The museum consists of three sections accessible to visitors: the Information zone, introducing past activities and business bases with images and videos; the Museum zone, which features a special selection of past LIXIL products displayed chronologically together with the historical changes of Japanese houses, while including an exhibit space used to show historical and cultural collections of Kawashima Selkon and other group companies, as well as holding other special events; and the Library zone, which houses archive materials, LIXIL Publication works and the latest housing related publications. This corporate organization aims to enhance customer communication as well as facilitate deeper understanding and shared awareness within the Group.

Address: LIXIL WING Bld., 2-1-1 Oshima, Koto-ku, Tokyo 136-8535

Website: <http://www.lixil.co.jp/corporate/csr/culture/shiryokan.htm> (Japanese only)



Company Profile

Overview of the Holding Company (As of June 21, 2013)

Name: LIXIL GROUP CORPORATION

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

Head office: 36F, Kasumigaseki Building, 3-2-5 Kasumigaseki, Chiyoda-ku, Tokyo 100-6036

Established: September 19, 1949

Employees: 68 (Consolidated: 45,602, as of end of March 2013)

Capital stock: ¥68,121 million

Fiscal year closing: March 31

Shares outstanding: 313,054,255

Business activities: The control and management of the domestic and overseas companies operating housing-related businesses and urban environment-related businesses, through acquisition and holding of stocks or ownership interests

Board of Directors

Yoichiro Ushioda

Yoshiaki Fujimori

Takashi Tsutsui

Yoshizumi Kanamori

Yoshinobu Kikuchi

Keiichiro Ina

Fumio Sudo

Hidehiko Sato

Tsutomu Kawaguchi

Main Kohda

Executive Officers (*Board members)

President and CEO:
Yoshiaki Fujimori*

Representative Executive Officer and Vice President:
Ryuichi Kawamoto

Executive Officer and Vice President:
Takashi Tsutsui* Toshimasa Iue
Tadashi Arishiro Yosuke Yagi
Haruo Shirai

Executive Officer and Senior Managing Director:
Yoshizumi Kanamori* Shinichi Tanzawa
Ryo Nihei Harumi Matsumura
Sachio Matsumoto

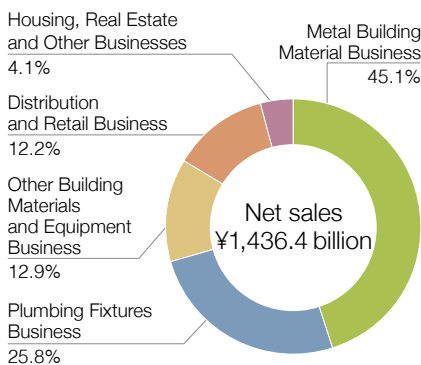
Executive Officer:
Katsuhiko Mamenari

Financial Highlights

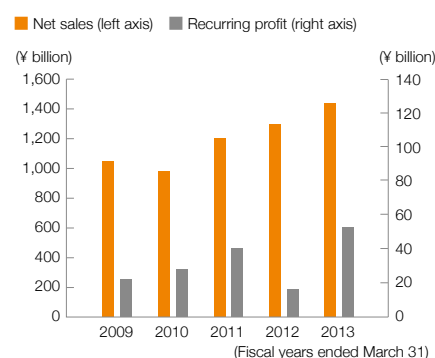
Management indicators (consolidated)

Fiscal year ended March 2013	(¥ million)
Net sales	1,436,395
Operating income	50,485
Recurring profit	53,063
Net income	21,347
Total assets	1,465,689
Net assets	566,312
Capital adequacy ratio	38.3%
Return on equity	3.9%
Dividends per share	¥40
Number of subsidiaries	119
Number of equity method affiliates	3

Sales breakdown by segment



Net sales and recurring profit

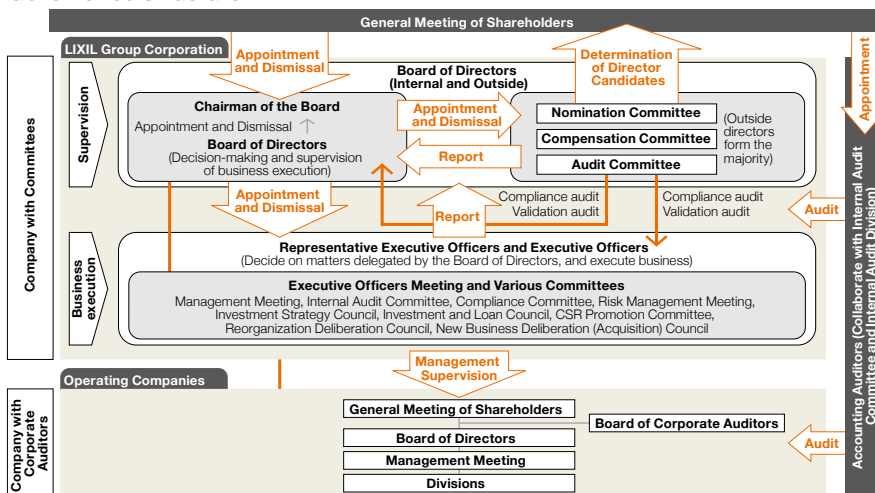


Corporate Governance Structure

Under the leadership of LIXIL Group Corporation, a pure holding company, Group operating companies work in cooperation as independent partners in order to produce superior results as a group. The LIXIL Group works to create and provide value for all stakeholders, thereby earning and maintaining the trust of society. In this context, we define corporate governance as one of our most important management themes.

To strengthen corporate governance, the Group has established an appropriate structure and developed a range of measures to expedite decision-making, ensure effective and efficient business execution, and enhance internal control.

Governance Structure



History

Tostem Group

INAX Group

1923	The company is founded.	1924	Ina Seito Co., Ltd.* is established, and production of tiles, ceramic plumbing fixtures and terracotta commences.
1949	Nihon Tategu Kogyo Co., Ltd. (now LIXIL Group Corporation) is established.	1945	Production of sanitary earthenware commences.
1966	Housing aluminum sash business commences.	1958	Production of FRP bathtubs commences.
1971	Toyo Sash Co., Ltd. is established after absorbing Toyo Door and four other companies.	1967	Production of "shower toilets" commences.
1974	Toyo Exterior Co., Ltd.* is established, and housing exterior business commences.	1968	Production of prefabricated baths commences.
1977	Viva Home Corporation (later Tostem Viva Corporation) is established, and home center business commences.	1985	The company is renamed INAX Corporation*.
1984	Eyeful Home Inc. (later Eyeful Home Technology Inc. and now LIXIL Housing Research Institute, Ltd.) is established, homebuilding franchise chain operation commences.	1992	Vietnam Sanitary Ware Co., Ltd. (now LIXIL INAX VIETNAM Corporation) is established as a joint venture that manufactures sanitary earthenware in Vietnam. Suzhou Inax Building Materials Co, Ltd (now LIXIL Sanitary Fitting Manufacturing (Suzhou) Corporation) is established to manufacture ceramic tiles in China.
1985	Dai-ichi Mokko Co., Ltd. (later Bright Home Corporation and now LIXIL Housing Research Institute, Ltd.), Mitsui Light Metal Processing Co., Ltd., Nittetsu Curtainwall Corporation and Nittetsu Sash Sales Corporation join the Group.	1996	
1987	Tostem Thai Co., Ltd. is established, and overseas production of sashes commences.	1998	Suzhou Inax Sanitary Ware Co., Ltd. (now LIXIL Building Materials Manufacturing (Suzhou) Corporation) is established to manufacture water faucet fixtures in China.
1990	American Home Shield Japan Co., Ltd. (now Japan Home Shield Co., Ltd.) is established.		
1992	Toyo Sash Co., Ltd. is renamed Tostem Corporation. TOSTEM Foundation for Construction Materials Industry (now LIXIL JS Foundation) is established.		
1999	JIO Corporation is established.		
2000	Suzuki Shutter Manufacturing Co., Ltd. (now LIXIL SUZUKI SHUTTER CORPORATION) becomes a wholly owned subsidiary. Toyo Exterior Co., Ltd.* becomes a wholly owned subsidiary. Eyeful Home Technology Inc. (now LIXIL Housing Research Institute, Ltd.) becomes a wholly owned subsidiary.		
2001	Tostem Corporation changed its name to Tostem Inax Holding Corporation, leaving the company as the pure holding company through a stock swap with Inax Corporation*. A new operating company is spun off under the name Tostem Corporation*.		
2002	Jyu-Tsu Corporation (now LIXIL REALTY, Corp.) joins the Group. INAX Corporation* establishes the investment fund INAX (China) investment Co., Ltd. (now LIXIL (China) investment Co., Ltd.) in China. Production of wooden interior furnishings is started at the subsidiary, Tostem Housing Products (Dalian) Co., Ltd. in Dalian, China. Century 21 Housing Research Institute Ltd. (now LIXIL Housing Research Institute, Ltd. after becoming TOSTEM Housing Research Institute) is established. Production of sanitary earthenware commences in China.		
2003	Nihon Kentetsu Engineering joins the Group and is renamed Tostem Kentetsu Corporation. (Acquired by Tostem* in 2006.)		
2004	Tostem Inax Holding Corporation is renamed JS Group Corporation.		
2005	Asahi Tostem Exterior Building Materials Co., Ltd. is established as a result of integration of Tostem Corporation* and Asahi Glass Co., Ltd. Nittan Company Limited joins the Group (stock transferred to SECOM CO., LTD. in 2012).		
2006	JS Group Senior Life Corporation (now a business of LIXIL Corporation) is inaugurated, and the elderly nursing care home business is launched.		
2007	INAX Corporation* establishes the overseas tile company INAX VIETNAM CO., LTD (now LIXIL INAX SAIGON Manufacturing Co., Ltd.).		
2008	INAX Corporation* establishes INAX VIETNAM PLUMBING FIXTURES CO., LTD. (now LIXIL INAX DANANG Manufacturing Co., Ltd.), which manufactures and sells water faucet fixtures. JAXSON S.P.I INC. becomes a subsidiary of INAX Corporation*.		
2009	JS Supply Corporation (now LIXIL Logistics Corporation) is established, integrating the procurement and distribution functions of the Group. TOSTEM Corporation* establishes LG-TOSTEM BM Co., Ltd. jointly with LG Chem, Ltd., a LG group company in South Korea. American Standard Asia Pacific becomes a subsidiary of INAX Corporation*. LIXIL Energy Co., Ltd. is established, and the solar power generation systems business commences.		
2010	The new group brand "LIXIL" is introduced. SUN WAVE CORPORATION becomes a subsidiary. Shin Nikkei Company, Ltd.* becomes a subsidiary. A business alliance is formed with Haier Group in China.		
2011	Shanghai Meite Curtain Wall System Co., Ltd. in China becomes a subsidiary of TOSTEM Corporation*. TOSTEM, INAX, Shin Nikkei, SUN WAVE (not including the production division), and Toyo Exterior are integrated and LIXIL Corporation is born. LIXIL Corporation establishes a joint venture, Eco Life Solutions Co., Ltd., with Sharp Corporation. Kawashima Selkon Textiles Co., Ltd. becomes a subsidiary. HIVIC CO., LTD. becomes a subsidiary. PERMASTEELISA GROUP becomes a subsidiary of LIXIL Corporation.		
2012	LIXIL Corporation establishes a joint venture, Kurashi Tell Co., Ltd., with SECOM CO., LTD. JS Group Corporation is renamed LIXIL Group Corporation.		

* Currently LIXIL Corporation

LIXIL Group Corporation

36F, Kasumigaseki Building,
3-2-5 Kasumigaseki, Chiyoda-ku,
Tokyo 100-6036, Japan
<http://www.lixil-group.co.jp/e>



XT2700 01 June 21, 2013