## Flash Report



## LIXIL GROUP CORPORATION

**February 2, 2015** 

# Consolidated Financial Results for the Third Quarter ended December 31, 2014 (Japanese Accounting Standard)

Company Name: LIXIL GROUP CORPORATION Stock Listings: Tokyo, Nagoya

Code Number: 5938 URL: http://www.lixil-group.co.jp/e/ir/default.htm

Representative: Yoshiaki Fujimori, President & CEO Telephone: +81-3-6268-8806
Contact: Takashi Tsutsui, Executive Officer & Executive Vice President, Investor Relations

Scheduled date of issue of quarterly financial report: Feburuary 6, 2015

Date of scheduled payment of dividends: -

Preparation of supplementary materials for quarterly financial results: Yes

Information meeting for quarterly financial results to be held: Yes (For investment analysts and institutional investors)

(Amounts less than one million yen are omitted.)

#### 1. Consolidated financial results for the Q3 of FY Ending March 2015 (April 1 through December 31, 2014)

(1) Consolidated Operating Results (% indicate changes from the figures of corresponding period of the previous fiscal year)

	Net sales		Operating inc	ome	Ordinary incor	me
	Million yen	%	Million yen	%	Million yen	%
FY 2015 Q3	1,220,812	5.1	34,162	-32.9	34,009	-39.4
FY 2014 Q3	1,161,577	9.9	50,934	34.1	56,075	46.3

(Reference) Comprehensive income

FY 2015 Q3 27,497 million yen (-51.5%)

FY 2014 Q3

56,710 million yen (412.9%)

	Net income	Net inco	me	
	Net income	per sha	re	
	Million yen %		-basic	-diluted
			ven	ven
			yon	yon
FY 2015 Q3	19,813	-46.3	, -	67.47

(Reference) Net income excluding amortization of goodwill

FY 2015 Q3 27,454 million yen (-31.2%)

FY 2014 Q3

39,902 million yen (251.5%)

(Reference) Net income per share excluding amortization of goodwill

FY 2015 Q3 93.82 yen (-31.6%)

FY 2014 Q3

137.24 million yen (251.5%)

#### (2) Consolidated Financial Position

	Total assets Million yen	Net assets Million yen	Equity ratio	Net assets per share Yen
FY 2015 Q3	1,839,870	640,507	34.2	2,146.78
FY2014	1,810,097	625,599	34.1	2,123.22

(Reference) Equity capital at end of period

FY 2015 Q3

629,783 million yen

FY 2014 Q3

617,290 million yen

#### 2. Cash Dividends

Z. Cash Divident	13									
		Dividends per share								
	End of Q1	End of Q2	End of Q4	For the year						
	Yen	Yen	Yen	Yen	Yen					
FY 2014	-	25.00	-	30.00	55.00					
FY 2015	-	30.00	-							
FY 2015				20.00	60.00					
(forecast)				30.00	60.00					

(Note) Revision of cash dividend forecast during this period: None

## 3. Consolidated Forecast for the Fiscal Year Ending March 2015 (April 1, 2014 through March 31, 2015)

(% indicate changes from the figures of corresponding period of the previous fiscal year)

	Net sales	Operating income		Recurring profit		Net income		Net income per share	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
	1,660,000-	1.9-	53,000-	-23.3-	53,000-	-29.3-	24,500-	-45.3-	83.72-
FY 2015	1,675,000	2.8	60,000	-13.1	60,000	-19.9	31,000	-30.7	105.93

(Note) Revision of consolidated operating performance forecast from those announced recently: Yes

(Reference) Net income excluding amortization of goodwill (forecast)

FY 2015 36,500 million yen (-27.1%) - 43,000 million yen (-14.2%)

(Reference) Net income per share excluding amortization of goodwill (forecast)

FY 2015 124.73 yen (-27.6%) - 146.94 yen (-14.7%)

#### 4. Others

- (1) Changes in significant subsidiaries, which affected the scope of consolidation during this period: None
- (2) Application of simplified financial accounting methods and special accounting methods for presenting quarterly consolidated financial statements: None
- (3) Changes in accounting principle, procedure and disclosure regarding quarterly consolidated financial statements applied.
  - 1. Changes due to revisions in accounting standards: None
  - 2. Changes due to revisions in accounting standards other than the above: None
  - 3. Changes to accounting estimates: None
  - 4. Restatement of accounts: None
- (4) Outstanding shares (common shares)
  - i) Number of shares outstanding at end of period (including treasury stocks)

Nine months ended December 31, 2014 313,054,255 shares FY ended March 31, 2014 313,054,255 shares

ii) Number of treasury stock at end of period

Nine months ended December 31, 2014 19,691,647 shares FY ended March 31, 2014 22,321,128 shares

iii) Weighted-average number of shares outstanding over period
Nine months ended December 31, 2014 292,640,466 shares
Nine months ended December 31, 2013 290,747,500 shares

Note: Indication of quarterly review procedures implementation status

This quarterly financial results report is exempt from quarterly review procedures under Japan's Financial Instruments and Exchange Law. The review procedure is not completed at the time of disclosure of this report.

Note: Appropriate use of business forecasts; other special items

(Cautionary statements with respect to forward-looking statements)

Performance forecast and other forward-looking statements contained in this report are based on information currently available and on certain assumptions deemed rational at the time of this report's release. Due to various circumstances, however, actual results may differ significantly from such statements.

Note: Regarding presentation material to supplement the financial results' announcement has been posted on TDnet and the Company's website

## 5. Consolidated Financial Statements

(1) Consolidated Quarterly Balance Sheets

Total assets	Y 1,810,097	Y 1,839,870		
Allowance for doubtful accounts	-15,938	-15,625		
Other	57,250	57,325		
Deferred tax assets	22,351	19,877		
Net defined benefit asset	1,863	3,175		
Long-term loans receivable	2,896	2,708		
Investment securities	169,520	169,983		
Investments and other assets	237,943	237,444		
Other	60,115	93,082		
Goodwill	79,971	49,735		
Intangible assets	140,086	142,818		
Other, net	15,118	17,034		
Accumulated depreciation	-80,670	-83,828		
Other	95,789	100,862		
Construction in progress	19,982	18,804		
Leased assets, net	8,171	6,640		
Accumulated depreciation	-6,966	-8,412		
Leased assets	15,138	15,053		
Land	188,662	189,714		
Machinery & equipment and vehicles, net	77,527	85,880		
Accumulated depreciation	-246,780	-258,436		
Machinery, equipment and vehicles	324,308	344,316		
Buildings and structures, net	180,072	182,130		
Accumulated depreciation	-311,649	-320,982		
Buildings & structures	491,721	503,112		
Property, plant and equipment	867,565 489,535	880,467 500,204		
Non-current assets	967 565	990 467		
Allowance for doubtful accounts	-5,476	-4,392		
Other	53,177	65,622		
Deferred tax assets	25,539	20,179		
Short-term loans receivable	6,228	6,556		
Other inventories	19,048	20,071		
Raw materials and supplies	45,453	47,606		
Work in process	16,984	20,181		
Merchandise and finished goods	129,369	163,062		
Securities	1,999	-		
Notes and accounts receivable-trade	487,211	450,525		
Cash & deposits	162,996	169,990		
Current assets	Y 942,532	Y 959,402		
Assets:	, , , ,			
	End of previous FY (As of March 31, 2014)	End of Q3 (As of December 31, 2014		
(Unit: million yen)				

(Unit: million yen)				
	End of previous FY	End of Q3		
	(As of March 31, 2014)	(As of December 31, 2014)		
Liabilities:				
Current liabilities	Y 719,248	Y 684,806		
Notes and accounts payable - trade	235,799	236,886		
Short-term loans payable	207,198	131,266		
Current portion of bonds	15,000	-		
Commercial papers	-	15,000		
Lease obligations	3,030	2,881		
Accrued expenses	82,243	83,154		
Income taxes payable	11,082	8,742		
Provision for bonuses	21,173	11,902		
Asset retirement obligations	281	499		
Other	143,439	194,473		
Non-current liabilities	465,250	514,555		
Bonds payable	70,000	70,000		
Long-term loans payable	289,026	335,660		
Lease obligations	6,256	5,691		
Provision for directors' retirement benefits	79	88		
Net defined benefit liability	25,016	24,411		
Deferred tax liabilities	22,914	27,874		
Negative goodwill	61	-		
Asset retirement obligations	6,615	6,846		
Other	45,278	43,983		
Total liabilities	1,184,498	1,199,362		
Net assets:				
Shareholders' equity				
Capital stock	68,121	68,121		
Capital surplus	261,366	261,678		
Retained earnings	286,384	286,868		
Treasury shares	-41,806	-36,887		
Total shareholders' equity	574,065	579,780		
Accumulated other comprehensive income				
Valuation difference on available-for-sale securities	13,184	12,832		
Deferred gains or losses on hedges	1,756	-259		
Foreign currency translation adjustment	28,283	37,430		
Total accumulated other comprehensive income	43,224	50,003		
Subscription rights to shares	2,534	3,146		
Minority interests	5,774	7,576		
Total net assets	625,599	640,507		
Total liabilities and net assets	Y 1,810,097	Y 1,839,870		

## (2) Consolidated quarterly statements of income

(2) Consolidated quarterly statements of income		(Offic Hillion year)
	Nine months ended	Nine months ended
	December 31, 2013	December 31, 2014
Net sales	Y 1,161,577	Y 1,220,812
Cost of sales	836,828	886,405
Gross profit	324,748	334,406
Selling, general & administrative expenses	273,814	300,244
Operating income	50,934	34,162
Non-operating income	16,000	17,310
Interest income	1,277	1,622
Dividend income	1,246	1,501
Rent income	4,995	5,208
Amortization of negative goodwill	92	61
Share of profit of entities accounted for using equity method	1,551	-
Foreign exchange gains	2,686	2,012
Gain on valuation of derivatives	-	989
Other	4,149	5,912
Non-operating expenses	10,859	17,463
Interest expenses	3,108	4,102
Share of loss of entities accounted for using equity method	_	6,061
Cost of lease revenue	3,326	3,376
Loss on valuation of derivatives	382	-
Other	4,042	3,922
Ordinary income	56,075	34,009
		,
Extraordinary income	2,436	12,108
Gain on sales of non-current assets	1,045	275
Gain on sales of investment securities	1,390	10,649
Gain on sales of subsidiaries and associates	0	65
Gain on change in equity	-	1,117
Extraordinary loss	2,887	4,556
Loss on sales and retirement of non-current assets	1,258	940
Loss on valuation of shares of subsidiaries and associates	-	68
Loss on sales of investment securities	-	11
Loss on sales of shares of subsidiaries and associates	10	187
Loss on factory restructurings Impairment loss	423 1,195	1,426 1,343
Adjustment of goodwill amortization and other	1,195	505
Loss on transition to a defined contribution pension plan	_	72
Income before income taxes and minority interests	55,625	41,561
Income taxes - current	9,476	14,125
Income taxes - deferred	9,572	6,952
Total income taxes	19,048	21,077
Income before minority interests	36,576	20,483
Minority interests in income (loss)	-304	669
Net income	Y 36,880	Y 19,813

## (3) Consolidated quarterly statements of comprehensive income

	Nine months ended December 31, 2013	Nine months ended December 31, 2014
Income before minority interests	Y 36,576	Y 20,483
Other comprehensive income	20,134	7,013
Valuation difference on available-for-sale securities	5,716	-392
Deferred gains or losses on hedges	827	-1,945
Foreign currency translation adjustment	13,558	7,988
Share of other comprehensive income of entities accounted for using equity method	31	1,363
Comprehensive income	56,710	27,497
Comprehensive income attributable to owners of parent	56,497	26,592
Comprehensive income attributable to minority interests	213	905

## (4) Consolidated quarterly statements of cash flows

4) Consolidated quarterly statements of cash flows (Unit: million y			
	Nine months ended	Nine months ended	
	December 31, 2013	December 31, 2014	
Operating activities:			
Income before income taxes and minority interests	Y 55,625	Y 41,561	
Depreciation	35,692	36,404	
Impairment loss	1,195	1,343	
Amortization of negative goodwill	-92	-61	
Amortization of goodwill	4,449	4,876	
Increase (decrease) in allowance for doubtful accounts	21	-1,276	
Decrease in allowance for loss on factory restructuring	-344	· -	
Increase (decrease) in debt for retirement benefits	-477	399	
Increase in asset for retirement benefits	-544	-615	
Interest and dividends income	-2,524	-3,124	
Interest expenses	3,108	4,102	
Foreign exchange losses (gains)	-145	1,818	
Share of loss (profit) of entities accounted for using equity method	-1,551	6,061	
Gain on sales and valuation of investment securities	-1,380	-10,447	
Loss on sales and retirement of non-current assets	212	664	
Gain on change in equity		-1,117	
Decrease (increase) in notes and accounts receivable - trade	-27,366	60,036	
Increase in inventories	-21,510	-30,779	
Increase (decrease) in notes and accounts payable - trade	17,551	-388	
Other, net	-8,728	-11,458	
Subtotal	53,188	98,001	
Proceeds from insurance income	4,008	-	
Interest and dividends income received	2,511	3,192	
Interest expenses paid	-2,996	-4,254	
Income taxes paid	-10,129	-19,680	
Net cash provided by operating activities	46,582	77,258	
Investment activities:			
Increase in time deposits	-2,105	-2,216	
Purchase of securities	-170,997	-217,915	
Proceeds from sales and redemption of securities	136,404	219,915	
Purchase of property, plant and equipment and intangible assets	-47,655	-42,757	
Proceeds from sales of property, plant and equipment and intangible assets	3,635	717	
Purchase of investment securities	-11,426	-9,300	
Proceeds from sales and redemption of investment securities	4,488	13,325	
Proceeds from sales of shares of subsidiaries	-	98	
Purchase of shares of subsidiaries resulting in change in scope of consolidation	-32,311	-	
Decrease (increase) in short-term loans receivable	1,275	-140	
Payments of long-term loans receivable	-268	-334	
Collection of long-term loans receivable	2,307	317	
Other payments	-4,397	-3,386	
Other proceeds	1,543	186	
Net cash used in investing activities	Y -119,507	Y -41,491	

(Unit: million yen)				
	Nine months ended December 31, 2013	Nine months ended December 31, 2014		
Financing activities:				
Increase (decrease) in short-term bank loans and commercial papers	Y 9,447	Y -21,266		
Increase (decrease) in liquidation of receivables of trade among the consolidated companies	-9,987	19,000		
Repayments of long-term loans payable	-19,621	-55,279		
Proceeds from long-term loans payable	96,957	54,519		
Repayments of lease obligations	-3,193	-2,457		
Redemption of bonds	-19,698	-15,000		
Proceeds from issuance of bonds	49,789	-		
Proceeds from share issuance to minority shareholders	137	1,999		
Proceeds from disposal of treasury shares	0	4,438		
Purchase of treasury shares	-40	-23		
Cash dividends paid	-13,083	-17,519		
Cash dividends paid to minority shareholders	-0	-17		
Net cash provided by (used in) financing activities	90,706	-31,605		
Effect of exchange rate change on cash and cash equivalents	2,925	1,346		
Net increase in cash and cash equivalents	20,706	5,507		
Cash and cash equivalents at beginning of period	114,661	139,038		
Increase in cash and cash equivalents from newly consolidated subsidiaries	6	182		
Increase in cash and cash equivalents resulting from merger with unconsolidated subsidiaries	371	69		
Decrease in cash and cash equivalents resulting from exclusion of subsidiaries from consolidation	-7	-		
Decrease in cash and cash equivalents due to change		2 000		
in fiscal period of consolidated subsidiaries		-2,896		
Cash and cash equivalents at end of period	Y 135,739	Y 141,902		

- (5) Notes on Premise of Going Concern Not applicable.
- (6) Notes to Significant Changes in Equity Not applicable.
- (7) Segment Information Business Segment Information

(Unit: million yen)					
	Nine months en	ded December	31, 2013 (April 1	through Decem	nber 31, 2013)
			Japan		
	Metal building material business	Plumbing fixtures business	Other building materials and equipment business	Distribution and retail business	Housing and real estate business
Net sales					
(1) Net sales to outside customers	Y 386,826	Y 259,717	Y 147,235	Y 145,417	Y 46,533
(2) Inter-segment sales of products	2,365	3,200	1,543	66	732
Total	371,192	262,917	148,779	145,483	47,265
Operating income (loss)	31,178	20,195	7,383	3,362	4,665
Other items (1) Share of profit (loss) of entities accounted for using equity method	-	-	-	-	1,553
(2) Investments to entities accounted for using equity method	-	-	-	-	5,149
(Reference) Operating income before amortization of goodwill and purchase price allocation	31,396	20,195	8,026	3,362	4,665

		Nine months e	nded December	1 through December 31, 2013)			
	Global						
	Asia business	Curtain wall business	ASB business	Other business	Total	Adjustment amounts	Consolidation
Net sales (1) Net sales to outside customers	Y 43,091	Y 143,581	Y 7,173	-	Y 1,161,577	-	Y 1,161,577
(2) Inter-segment sales of products	23,631	-	-	-	31,540	-31,540	-
Total	66,723	143,581	7,173	-	1,193,118	-31,540	1,161,577
Operating income (loss)	-100	-2,534	131	-	64,282	-13,347	50,934
Other items (1) Share of profit (loss) of entities accounted	-	-1	-	-	1,551	-	1,551
for using equity method (2) Investments to entities accounted for using equity method	•	-	-	-	5,149	-	5,149
(Reference)							
Operating income before amortization of goodwill	971	1,794	297	-	70,710	-19,775	50,934
and purchase price allocation							

Note: Operating income before amortization of goodwill and purchase price allocation is segment income (loss) excluding amortization of goodwill and intangible assets accrued from business combination.

	Nine months ended December 31, 2014 (April 1 through December 31, 2014)  Japan						
	Metal building material business	Plumbing fixtures business	Other building materials and equipment business	Distribution and retail business	Housing and real estate business		
Net sales							
(1) Net sales to outside customers	Y 363,529	Y 247,640	Y 139,452	Y 152,381	Y 43,289		
(2) Inter-segment sales of products	2,002	3,065	1,528	-	809		
Total	365,532	250,706	140,981	152,381	44,098		
Operating income (loss)	25,336	13,107	4,801	6,503	3,209		
Other items (1) Share of profit (loss) of entities accounted	-	-	-	-	150		
for using equity method  (2) Investments to entities    accounted for using    equity method	-	-	-	-	5,814		
(Reference)							
Operating income before amortization of goodwill and purchase price allocation	25,336	13,107	5,443	6,503	3,291		

(Unit: million yen)

	Nine months ended December 31, 2014 (April 1 through December 31, 2014)						
	Global						
	Asia business	Curtain wall business	ASB business	Other business	Total	Adjustment amounts	Consolidation
Net sales (1) Net sales to outside customers	Y 51,434	Y 150,590	Y 72,494	-	Y 1,220,812	-	Y 1,220,812
(2) Inter-segment sales of products	24,407	1,419	-	-	33,232	-33,232	-
Total	75,841	152,009	72,494	-	1,254,045	-33,232	1,220,812
Operating income (loss)	1,629	-1,203	-69	-	53,314	-19,151	34,162
Other items (1) Share of profit (loss) of entities accounted	-	-	-	-6,212	-6,061	-	-6,061
for using equity method (2) Investments to entities accounted for using equity method	-	-	-	107,227	113,041	-	113,041
(Reference)						1	]
Operating income before	2,656	3,049	1,003	-	60,391	-26,229	34,162
amortization of goodwill and purchase price allocation	,,,,,,	-,-	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,				

Note: Operating income before amortization of goodwill and purchase price allocation is segment income (loss) excluding amortization of goodwill and intangible assets accrued from business combination.



February 2, 2015 LIXIL Group Corporation

## LIXIL Q3 Results: Domestic Japanese Market Challenging; Businesses in International Markets Deliver Steady Growth

Tokyo, Japan, February 2, 2015 - LIXIL Group Corporation ("LIXIL Group"), the global leader in housing and building materials products and services, today announced earnings for the nine month period ending December 31, 2014. On a consolidated basis over the nine months, sales rose 5.1% to ¥1,220 billion year-on-year, while operating profit fell 32.9% to ¥34.2 billion. This result was due to a greater than expected decline in the Japanese domestic housing materials business caused by the rise in consumption tax from 5% to 8% at the start of this current fiscal year. This resulted in a 25.3% fall in income before tax, to ¥41.6 billion, which corresponded to a 31.6% fall in earnings per share, excluding amortization of goodwill, to ¥94.

To provide relief to the local housing sector which has been severely impacted by the effects of the increase in consumption tax, the Japanese government recently instituted a stimulus package including the 'Eco Points' Program and other measures. While these policy measures are expected to improve market conditions over time, indicators suggest that the Japanese market continues to contract in Q4, resulting in the revision of the Group's full year forecast downward; operating profit forecast was revised to the range of ¥60-53 billion from the ¥80-67 billion range forecast, which had been reaffirmed in the first half results announcement on November 4, 2014.

While the domestic market continued to decline in the third quarter, overseas existing businesses demonstrated steady growth over the period of 8%, with Asia Pacific and China doing particularly well. Permasteelisa Group is also performing well, doubling its market share in curtain walls in the highly lucrative US market. Although currently not consolidated, GROHE Group grew sales by 6% and continues to maintain a high level of profitability, including at its subsidiary JOYOU.

LIXIL Group President & CEO, Yoshiaki Fujimori, said, "While the 2014 Q3 results are somewhat disappointing financially, this has been a year of transition for the LIXIL Group as we get ready to become a truly global company, and I am excited about our future. In 2015, following expected regulatory approvals, we will implement our new Technology Company model, and much of our progress to date has been to lay the groundwork for this shift. We expect the Japanese market to improve in 2015 with the Government's stimulus package. Given that LIXIL outperformed the market in the renovation sector for the last nine months despite difficult market conditions, we look forward to improvements in our domestic financial performance with the new business model."

LIXIL Group made significant improvements in free cash flow of ¥108.7 billion year-on-year. Of this, ¥60.2 billion reflected improvements in working capital. This was underpinned by the increased focus on cash management, with LIXIL Group on target to make savings of ¥100 billion by 2016 through strong cash flow management and operational efficiency, reducing its cash conversion cycle from 90.3 days to 55 days by 2017. In addition, other new activities include securitization of receivables, sales and securitization of assets and sales of investment securities, have added ¥100 billion in the Fiscal Year ending March 2015.

Mr. Fujimori continued, "I am also extremely pleased with the innovations we have made in how we engage with our customers, giving them greater choice in their housing and building decisions. Our newly renovated showroom in the high fashion Minami Aoyama district of Tokyo which now showcases GROHE and Jaxson products is a great example of how we are accelerating synergies to serve our customers better."

The LIXIL Group was recognized by the Minister of State for Special Missions on January 9, 2015 with a prestigious award for its substantial achievements in delivering an ambitious gender diversity agenda for its workforce. The Group's diversity agenda is one of several key strategic pillars in the Group's overall plan to build a single, global corporate culture to operate as "One LIXIL" in mindset as well as in processes and systems. In 2014, the Group introduced the new LIXIL Values which are expected to become the common denominator of all LIXIL employees regardless of where they work and live.

## Summary of consolidated third quarter results (¥ billion, except where stated)

	March 15 Q3 (3 months)	March 14 Q3 (3 months)	Change (%)	March 15 Q3 (9 months)	March 14 Q3 (9 months)	Change (%)
Sales	42.5	42.0	1.1	1,220.8	1,161.6	5.1
Operating Profit	20.9	25.0	-16.4	34.2	50.9	-32.9
Recurring Profit	20.9	27.1	-22.8	34.0	56.1	-39.4
Income before taxes	27.6	28.9	-4.3	41.6	55.6	-25.3
Earnings per share (EPS) (¥)	59	67	-11.7	94	137	-31.6

Contact IR Office LIXIL Group Corporation irg@lixil.com

### About LIXIL

LIXIL is the global leader in housing and building materials products and services. The foundation of LIXIL's success is our constant investment in technological innovation to improve the way we live. Delivering core strengths in water, housing, building and kitchen technologies, our brand portfolio businesses LIXIL, GROHE, JOYOU, American Standard Brands and Permasteelisa are leaders in the industries and regions in which they operate. LIXIL produces some of the world's most fundamental and innovative products and services, and our solutions are an integral part of some of the world's most iconic and cutting-edge living and working spaces. Operating in more than 130 countries, and employing more than 80,000 people, we bring together function, quality and design to make people's lives better, and more delightful - wherever they are.

## **About LIXIL Group**

**LIXIL Group Corporation** (TSE Code: 5938) is the listed holding company containing LIXIL Corporation, LIXIL VIVA CORPORATION and LIXIL Housing Research Institute, Ltd.. The Group is involved in a broad spectrum of housing-related businesses, ranging from the manufacture and sales of building materials and housing equipment to the operation of home centers and a network of homebuilding franchises, and comprehensive real estate service. Led by President and CEO Yoshiaki Fujimori, the Group posted 1.6 trillion JPY in consolidated sales in FY March 2014.